

INCOMMAND

A publication of the Ohio Fire Chiefs' Association Founded in 1910



You're the New Chief... *Now What?*

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InCommand Magazine

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OFCA CALENDAR

April

- 11: Water Supply Officer Seminar
- 12: Water Supply Operations Seminar
- 16: OFCA Board of Directors Meeting (via conference call)
- 16: OFESF Board of Directors Meeting (via conference call)
- 18: Saving Those Who Save Others
- 20-25: FDIC International
- 23-24: Administrative Assistants Conference

May

- 21: OFCA Board of Directors Meeting

June

- 18: OFCA Board of Directors Meeting (via conference call)
- 18: OFESF Board of Directors Meeting (via conference call)

July

- 16: OFCA Golf Outing
- 16-20: Ohio Fire & Rescue Officer Development Conference



Chief Paul Wright, OFCA President

Seek out the newly appointed Chiefs and offer to help them out as they find their way.

**Check out
ohiofirechiefs.org
for Upcoming Events
and follow us on Facebook.**

A Message from OFCA's President

Welcome to spring and warmer weather! I trust that this finds everyone surviving the cold temperatures, coming out of hibernation and looking forward to warmer weather and sunny days.

The board of directors are working to move the Association forward by offering member services that address the needs of managing and leading the fire service in Ohio. Please visit the OFCA website to view the many services available to you to meet the challenges of your job.

In this edition of *InCommand*, we explore what happens when you become a new Chief. In 1998, I vividly remember my appointment to Fire Chief. I experienced that feeling of, "What do I do now and where do I start?" The commission of your assignment and the accompanying weight of responsibility can be a bit overwhelming. In qualifying for the position, I went through the typical assessment center testing process. I walked out of there thinking, "Surely a Fire Chief's position can't be as intense as what I just experienced!" Little did I know that the assessment center was mild compared to the stresses, frustrations, challenges and issues I would soon face on a consistent basis. That being said, it is equally very rewarding and gratifying providing services to my community as a Fire Chief and public servant. Over the years, I have learned to rely on my peers in the fire service. Their knowledge, experience and education are invaluable as we tackle the many problems and issues presented on an almost daily basis.

There are many tools available to the newly appointed Chief and in this issue, we steer and direct you towards those resources. The Internet offers a level of information that wasn't available to Chiefs years ago. While the Internet is a tremendous resource, I would caution Chiefs not to rely solely on this technology for answers. Regularly meeting with your peers provides you with an endless supply of knowledge and information. Many times, the Chiefs I meet with call our time together "therapy sessions". Often, we find ourselves thinking that our department is the only one challenged with a particular issue only to find out that many of our peers are dealing with the same situation(s). It does you well to spend time discussing with your peers how they are dealing with a particular situation. Frequently, a good answer comes out of those discussions. I find this to be true as well when networking with Chiefs from across this great state of Ohio. I think I am dealing with a regional issue only to find out that the issue is the same across the state. Through attendance at our annual conference and various other OFCA events, and committee and board appointments, I have come to know many Chiefs. I can't think of a situation where there isn't someone I know that I can call upon and ask for guidance. They may not know the answer directly, but they usually know in what direction to point me to get the answer.

As a new Chief, I would highly encourage you to seek out networking opportunities with other fire service leaders locally, regionally and across the state and build upon those relationships. The time and money invested returns huge benefits to you and your community. Exposure and access to so many experts in our line of work is immeasurable. Whenever a new Chief asks me what is the secret to success, my first response is, "Get involved in professional organizations, network with your peers and build those relationships."

Lastly, here's a request to all the "seasoned" Chiefs out there, "Seek out the newly appointed Chiefs and offer to help them out as they find their way."

In closing, please remember to care for one another and try to make a difference each day in serving your communities. Keep your vision on the mission and values of being an outstanding public servant.

From the State Fire Marshal's Office... *Making Fire Prevention & Education a Priority*

By SFM Larry Flowers

I have posed a challenge to Ohio's firefighters and local elected officials that I will also ask for your commitment to: making fire prevention and education a top priority.

The State Fire Marshal's office is working on a public outreach campaign to address fire safety and prevention, but the key component to this effort is you. No one can make a bigger impact than you and your departments because you're the ones in your community day in and day out, responding to the emergencies that affect residents. That's why I'm asking you to team up with our office and help spread these messages.

Some of this may seem like common sense to you, but it is part of the most important messaging we can get out there: have working smoke alarms and an escape plan with two ways out. We may think everyone knows the importance of having working smoke alarms on every level of their home and outside bedrooms, testing them monthly and changing the batteries when the clocks change in the spring and fall. However, that can often be a dangerous assumption. It's our job to let them know. Fire escape plans are another important fire safety message. Encourage your constituents to have at least two ways out of their homes and to practice those routes several times a year. And don't forget to let everyone know that if they do have a fire, they need to get out and stay out.

Those messages are important reactionary pieces to fire safety, but we would also like to work on the prevention side of things. Educate your residents of the possible dangers of alternative heating, unattended cooking and smoking. Teach them to keep three feet between anything combustible and a space or kerosene heater, to turn off those heaters before going to bed and to never overload an electrical outlet with these devices. While you're at it, make sure they know how important it is to keep kids and pets away from heaters or anything cooking and to always keep an eye on the stove when it's on. Finally, if a member of the household smokes, ask them to commit to making sure their cigarette, cigar, etc. is out before leaving it. Ask them to never smoke when tired or in bed. These proactive measures to fire safety can eliminate the start of a fire altogether and decrease destruction.

This challenge I am presenting to you is about more than just spreading fire safety messages. It's about creating safer communities all across Ohio. Our office hopes to assist you in any way necessary to help with this challenge. By taking a little extra time this year to promote these messages, we can make a difference in the lives of Ohioans. We will commit to fire prevention and education. Will you? ♦



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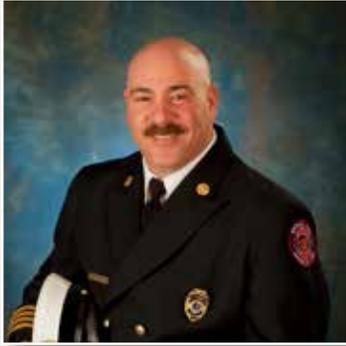
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Are You Ready to be the Chief?

By Assistant Chief Christopher Menapace, BBA, OFE, Whitehall Division of Fire



Author Bio

Assistant Chief Christopher Menapace began his career in the fire service in 1997 with the Homer Volunteer Fire Department and shortly after joined the Utica Volunteer Emergency Squad. He began his full-time career with the Mount Vernon Fire Department in 1999. In 2007, Christopher was appointed Assistant Chief of the Mount Vernon Fire Department and began his duties as Chief in the summer of 2010. In the summer of 2013, he left Mount Vernon Fire and began his tenure as Assistant Chief for the Whitehall Division of Fire.

Assistant Chief Menapace obtained his BBA from Mount Vernon Nazarene University, is an OFE Class 9 graduate, and holds certifications as a CFSI, EMS Instructor, Assistant Fire Instructor, as well as the standard FFII/EMT-P. He has been an active instructor affiliated with Central Ohio Technical College as well as the Knox County Career Center.

The situation is not unique. The Chief is retiring on a “likely-to-not-return administrative leave”, thereby creating a vacancy. There is no formal succession plan in place and no list of promotable candidates approved by the appointing authority exists. There is no real plan for the replacement of the Chief from municipal or township administration and nothing has been communicated to the rank and file of the fire department. There is no outward interest from ranking officers to fill the vacancy. There will be a test but none of the existing officers have expressed an interest in taking the exam. Would you consider skipping ranks to compete for the position? Are you ready to be Chief? What should you consider prior to choosing to segue into this phase of your career?

As a firefighter, life is fairly simple. When the tones drop, you take the call. You remain proficient in all disciplines in which you may need to act and you attempt to gain as much knowledge and savoir-fare as possible as you pursue your career. At some point, your leadership is recognized through self-assessment and feedback from your peer group. A promotional exam is the next logical step on the career progression ladder. However, the test posted is not for the entry-level company officer, the shift officer, or even the battalion chief. It’s the Chief’s office that is vacant.

At this point, careful consideration must be exercised. Many firehouse attorneys and labor dispute litigators assume this position can be filled by whoever the test produces as the next certified candi-

date. However, we all know this to be untrue. Serious self-evaluation must take place prior to declaring one’s candidacy for this position. Candidates must be willing to separate themselves completely from the “boys club”. Immediate social relations with the bulk of your current peer group must be severed. Family members must be supportive of sharing the candidate with elected officials, department members, and members of the general public whenever necessary, regardless of the inconvenience relative to family interests.

A large percentage of the self-evaluation should be expanded to include an evaluation of the department itself. Often times, a department that does not have a traditional succession plan is a department that is fundamentally flawed. It suffers the impacts of poor morale, and is often unclear of its mission. The candidate must consider their ability to navigate these organizational dilemmas.

Strong support must exist among the firefighter’s peer group. Skipping the traditional ranks of progression can produce many unwelcome and difficult problems. The candidate will rely heavily on the banner of support and trust of the firefighters he now commands. The current officer brigade will likely be distant to outright surly. The candidate should anticipate resistance and challenges of credibility from his former superiors. Confidence, excellent people management skills, and patience will be critical in successfully building rapport with the officer corps.

Additionally, financial stability should be evaluated. It is very possible that

promotion to the level of Chief Officer of the department could result in a reduced overall salary. This is very common and often is a deterrent to candidates to the position who wish to enter into the exam process. They simply dismiss the promotion. Once identified, a candidate who is willing to move forward, must be willing to address this flaw in the system with municipal or township administration.

Finally, the candidate must take an honest and perhaps unnerving challenge of looking at their own ability to lead.

What life experiences does he/she bring to the table that will serve as a foundation to build management philosophies and platforms? What credentials does the candidate have that will enhance their operational ability or speed up the learning curve? What level is his/her understanding of municipal or township operations?

NOTE: The author intends for this article to be shared with colleagues that are current firefighters within an organization that is considering promoting a junior

officer to the rank of Chief Officer. Many experienced leaders in the fire service serve as mentors for up-and-coming members of their department as well as neighboring departments. The Chief Officer that skips ranks will be asked to combat organizational unrest. Forwarding this article to firefighters considering this next step in career progression may provide some insight and strategy into their decision. ♦

Ohio Turnpike Donated “Jaws of Life” to Monclova Township Fire Department

The Ohio Turnpike and Infrastructure Commission donated Jaws of Life to the Monclova Township Fire/Rescue Department in Monclova, Ohio. Officially known as a Hurst Extrication Unit, the donation was made possible as a result of the Ohio Turnpike’s decision to reduce equipment inventory on its Maintenance Incident Response Vehicles. The donation also put the unit directly in the hands of first responders, who are trained in the proper use of lifesaving equipment.

“The timing was perfect,” said Monclova Township Fire Chief Kevin Bernhard. “Our power unit broke and due to its age, parts were not available. We were faced with not having reliable extrication equipment and relying on neighboring communities for this capability, moving up the purchase of a complete set (over \$20,000) or spending

more than \$8,000 to replace just the power unit to get us by.”

All told, the Ohio Turnpike donated three sets of Jaws of Life equipment and two other donations will be made to other fire departments adjacent to the toll road. “These equipment donations will save our neighboring townships and fire departments money in equipment expense and we’re glad to know that these units will go to good use getting injured motorists out of harm’s way quickly and ultimately helping save lives,” said Ohio Turnpike Safety Services Manager Ed Miller. ♦



Monclova Township Fire Chief Kevin Bernhard (left) accepts the Jaws of Life from Tom Harvey, Foreman, Ohio Turnpike Elmore Maintenance Facility, Elmore, Ohio.

2015 Proposed Constitutional Changes

By Chief Bill Shaw, EFO, OFC OFCA Vice President

Your Board of Directors has been working on changes to the Constitution that range from minor housekeeping changes to substantial changes that affect how our Association decides on certain candidates and future changes to the Constitution. While these changes are the most significant in many years, the Board of Directors feels they are necessary for us to remain a strong Association. If approved by the membership, the voting procedures will change from in-person voting conducted at the annual conference to electronic voting that will occur prior to the conference. The main goal of these changes is to make for a more inclusive voting process for the membership.

A brief overview of the changes is provided below. We encourage you to carefully read the proposed changes in their entirety. These can be found on pages 8-13. If you have any questions, please contact a member of the OFCA Board of Directors who will be able to provide answers.

The proposed changes to Article 1 seek to include best practices, emergency medical services, and natural or man-made calamity in our purpose statement.

Changes proposed to Article 2 are designed to ease readability of the document when defining the types of memberships available. These changes also clarify a "member in good standing".

There is a change proposed in Section D that is related to other proposed changes regarding electronic voting. The current practice is to present a department membership card in order to vote. The proposal changes this to a membership number in order to ensure security of electronic voting.

The proposed changes to Article 3 require a candidate to be in good standing with the Association at the time of election. These changes also require a separation between an Association officer and an Association contract employee. An Association officer must separate from his office prior to becoming an Association contract employee. While there is no time period specified if an Association officer wants to be hired as an employee or contractor, the language does set a time period for an employee or contractor who wants to serve as an Association officer. That time frame is two years.

Changes proposed in Article 4 more clearly define the responsibilities of the Association's officers and also offer minor housekeeping changes for readability. A significant change is proposed in the Nominations and Elections Committee related to electronic voting. If the proposal is approved, nominations from the floor at the annual business meeting will no longer be accepted. If electronic voting is approved, nominations must be submitted with a written platform and qualifications statement in January. The platform and qualifications would then be distributed to the membership via electronic and print media.

The most significant proposed changes are found in Article 5. These proposals will change the voting procedures from taking place in person at the annual conference to electronic voting. The Board of Directors, after a significant amount of discussion, feel electronic voting will allow all members in good standing to voice their preference of candidates. The proposal for electronic voting only applies to statewide offices. This does not affect the ability of a

district to meet at the annual conference and vote for their District Director.

Proposed changes to Article 7 mirror changes proposed in Article 5 that allow for changes to the Constitution via electronic voting.

Much of the proposed language was modeled from the IAFC that has successfully utilized electronic voting for a number of years.

We look forward to seeing you at this year's conference at Easton.

ARTICLE I - NAME AND PURPOSE

Section 1 – This organization shall be known as The Ohio Fire Chiefs' Association, Inc. herein called the Association.

Section 2 – The purpose of this Association is to promote education, **best practices** and study ways and means to cope with the ever increasing need for better understanding of the complex problems which are being presented to the fire protection **and emergency medical** services of our nation.

In recognition of the necessity for unity, we, the Fire Chiefs of the fire protection and related services of the State of Ohio, form an Association, the aim of which shall be to provide an opportunity to discuss and study methods to apply in our endeavor to reduce to a minimum Ohio's loss of life and property through destruction by fire **and natural or man-made calamity**; also to establish a medium through which there can be an interchange of ideas, practice and experience dealing with matters of general interest for the betterment of the service.

ARTICLE II – MEMBERSHIP

Section 1 – The membership of the organization shall consist of the following:

A. Individual Members – Chiefs, Deputy Chiefs, Assistant Chiefs, Shift Commanders, Duty Officers, or other individuals in similar positions in organized fire departments of political subdivisions, or such other persons designated as Chief of departments in industrial, military, or other not-for-profit fire organizations under contract with political subdivisions as approved by the Board of Directors, shall be eligible for Individual Membership upon payment of annual dues. Individual Members in good standing, **as defined in Article II, Section 2** at the time of retirement may, after such retirement, continue such membership by continuance of the payment of annual dues, providing such members are not identified with fire protection on a commercial basis

B. Departmental Membership – shall include those not-for-profit fire/EMS departments serving populations of 10,000 or less which are operated by a political subdivision or are under contract with a political subdivision. Departmental members shall be entitled to the same privileges as an Individual Member with the exception of serving in an elected position. Dues for the Departmental Members shall be the same as for the Individual Members and the department shall designate the individual voting on its behalf by having that person present the department membership card **number** at the time of voting.

The Departmental Membership will include one vote and will entitle the department to all membership benefits.

~~A Departmental Membership is not an individual member and is not entitled to life membership.~~

Individual memberships are not affected by this membership so that if a Chief Officer had an individual mem-

bership, the department would have two memberships and thus have two votes, and so on. Dues would be the same for an individual member.

C. Corporate Members – Persons, firms, and corporations engaged in the sale or manufacture of fire apparatus, equipment, devices or general fire department supplies shall be eligible for Corporate Membership upon the payment of annual dues. Such members shall be entitled to all the privileges of the Association except the right to vote or hold elective office.

D. Honorary Members – Members of the legislature and administrative bodies, or other worthy recipients may be made Honorary Members of the Association. The Board of Directors may bestow Honorary Membership by a majority vote of those in attendance at a meeting of the Board. Individual Members may nominate individuals for Honorary Membership. Nominations for Honorary Membership shall be considered by the Board of Directors upon receipt of a written recommendation from an Individual Member of the Association to the Executive Director. They shall have all the privileges of the Association except the right to vote and hold elective office, and shall be exempt from the payment of annual dues.

E. Retired Members – Retired Membership may be conferred on individuals who, upon retirement from the fire service, have been members of the Association for a period of not less than five (5) years immediately preceding retirement, provided they are not identified with fire protection on a commercial basis. Retired Members shall be entitled to vote and hold office, and they shall be exempt from payment of dues.

Annual dues shall be recommended by the Board of Directors and approved by the Individual Members of the Association.

Application for membership shall be made in writing to the Ohio Fire Chiefs' Association. Applications shall not be accepted unless accompanied by pay-

ment of annual dues in such amount as has been established by the Association.

Section 2 – Member in Good Standing – The right to vote or hold office shall be denied all members whose dues for the current year are not paid in full at the time of the election **or have been removed from the Association for cause as outlined in Article 2, Section 3.**

ARTICLE III - BOARD OF DIRECTORS

Section 1 – There shall be a Board of Directors consisting of the President, 1st Vice-President, 2nd Vice-President, Sergeant-at-Arms, six District Directors, and three At-Large Directors. The Immediate Past President may be an invited guest to the Board of Directors meetings, with expenses paid.

Section 2 – Only one Individual Member from the same department may hold a position as an officer or other position on the Board of Directors.

Section 3 - Any member of the Association seeking election to any of the elective offices specified in Article III, Section 1 of the constitution and bylaws shall:

- 1. Be an Individual Member of the Association in good standing at the time of filing and upon installation.**
- 2. In the event that a member vacates his/her fire department position through retirement or otherwise while holding an elected office, the member may continue to hold said office until completion of the term. If, at any time, such officer accepts a position that, in the opinion of the Board of Directors, conflicts with the interests and values of the OFCA, the Board of Directors may, with a minimum of 75% of the Board voting in the affirmative, remove that person from office, thereby creating a vacancy in that office.**

Section 4 - Prior to application for an Association employee position or other compensated or contracted position, an officer shall resign that officer position, and may not be elected or appointed as an Officer while employed or compensated as a contract employee.

No Association employee or other compensated or contracted person may file or otherwise seek election to an officer position unless such Association employee or other compensated or contracted person shall have resigned as a member of the Association's staff or other compensated or contracted position not less than two years prior to filing or appointment, and will not be eligible for re-employment with the Association for a period of two years from the date of resignation (if not subsequently elected or appointed as an Officer) or the date of conclusion of his/her term as an Officer.

Section 5 - Questions of eligibility shall be resolved by the Nominations and Elections Committee.

ARTICLE IV - DUTIES OF THE BOARD OF DIRECTORS AND APPOINTED OFFICERS

Section 1 - President – ~~The President or designee shall preside at all meetings of the Association, preserve order and decorum, decide questions of order, appoint committees, and the President shall be an ex-officio member of all standing committees and Sections.~~

All meetings shall be conducted in an orderly manner. Whenever a question of procedure arises, "Robert's Rules of Order, Newly Revised," shall be used as a guide.

Section 1 – President - The president shall:

- 1. Be the official representative and spokesperson for the Association.**
- 2. Serve as the chair of the executive committee.**

3. Preside at meetings of the Association and at meetings of the board of directors, preserve order and decorum and decide questions of order. Whenever a question of procedure arises, "Robert's Rules of Order, Newly Revised," shall be used as a guide.

4. Ensure that all committees, work groups or task forces operate according to the constitution and bylaws and Association policies.

5. Call a special meeting of the board of directors when so requested by a majority of the board of directors or whenever the president determines necessary.

6. Name additional committees, work groups, or task forces and appoint their chairs for the term of office to accomplish the goals and objectives of the Association.

7. Be an ex-officio member of all standing committees and sections.

Section 3 – 2nd Vice-President –

The 2nd vice president shall assist the president and 1st vice president in every possible way, and shall work closely with the Secretary-Treasurer executive director in overseeing the finances and records of the Association. In the absence of the 1st vice president, the 2nd vice president shall perform all the duties of that office, and shall automatically succeed to the office of 1st vice president at the end of the 1st vice president's term.

Section 4 – Executive Director – The executive director may or may not be a member of the Association and shall serve at the pleasure of the board of directors. The executive director shall be appointed by and may be removed by a majority vote of the entire board of directors.

The executive director shall collect all monies due the Association and shall have custody of the funds of the Association. All monies belonging to the Association shall be deposited in the name of The Ohio Fire Chiefs' Association, Inc., in a solvent bank

subject to the approval of the board of directors. The executive director shall keep a true and correct record of all monies received and disbursed, and shall, at each conference, present a written detailed report of all monies received and paid out during the preceding year. ~~The Executive Director shall execute a surety bond determined by the Board of Directors. The expense of the said bond shall be borne by the Association.~~

Except for the necessary expenses of this office, the executive director shall incur no expenses in the name of the Association without the authority of the board of directors or the Association assembled in annual conference. The executive director shall not honor any expense incurred by an officer, member, or member of any committee, except by authority of the board of directors or the Association assembled in conference.

The executive director shall perform such duties as the president or board of directors shall require. When required to be absent from home on business of the Association, all this officer's **employee's** necessary traveling and hotel expenses shall be paid by the Association.

It shall further be the duty of the executive director to keep a complete record of the proceedings of the Association and the board of directors, and to have available said record not later than thirty (30) days after said meeting. The executive director shall receive and answer all correspondence and communications pertaining to the business of the Association and shall attend the annual conference presenting a written statement of the work of this office for the preceding year.

It shall be the duty of the executive director to establish registration facilities in connection with the annual conference headquarters, and require each registrant of all classes to pay a registration fee set by the board of directors.

Section 6 – Board of Directors – The affairs of the Association shall be managed by its board of directors.

The board of directors shall transact all business of the Association, including the operation of an office to handle Association business, and conduct all business in connection with the annual conference, except where otherwise provided. They shall have the authority, and it shall be their duty, to expunge from the printed minutes of any meeting of the Association that which, in the opinion of the board of directors, is of such nature as to be objectionable or offensive to the Association or its individual members.

Section 9 - Bonding of Officers – The executive director and those employees or officers authorized to receive and administer funds by the board of directors shall be bonded by the Association in an amount approved by the board of directors.

Section 9 10 – Committees

Standing Committees - Committee with a continued existence, formed to do its assigned work on an ongoing basis.

- The **Conference Committee** shall oversee the planning and logistics of the annual conference. The Chairperson shall be appointed by the President at the conclusion of the last completed Conference. The Chairperson shall follow the guidelines established by the Board of Directors and shall be responsible for developing the program for the next Annual Conference in cooperation with the various committees of the Association. The Chairperson shall suggest topics and/or programs for the Conference, and in conjunction with the Host Committee, provide a program for the spouses and guests who accompany the members to the Conference. All plans and programs shall be presented to and be approved by the board of directors before final acceptance.
- The **Constitution Committee** shall prepare any proposed amendment or changes to the Constitution. A copy of the proposed amendments or changes shall be distributed to

the membership as per Article VII-Amendments, Section 2, Paragraph 1.

- The **Emergency Medical Services Committee** shall keep informed of all matters affecting emergency medical service. They shall keep the membership advised of all such information. They shall be the liaison between the Association and all agencies and departments of the State of Ohio involving emergency medical services.
- The **Legislative Committee** shall keep informed of proposed legislation affecting the fire service and update the Association of such information. They shall work for the passage or defeat of all legislation affecting the fire service and the Association.
- The **Metro Chiefs Committee** shall represent agencies with a population of 50,000 and greater and 100 or more full time employees.
- The **Nominations and Elections Committee** shall accept nominations for the necessary elective offices and present those names to the membership ~~at the Conference on the day prior to the election. Nominations will be accepted from the floor at this time.~~
- The **Retired Chiefs' Committee** shall keep informed of all matters affecting retired Chiefs of the Ohio Fire Service. All such information shall be communicated to the membership of the Association.
- The **Publications Committee** shall be responsible for developing, organizing and publishing magazines, web articles, and other such media as may be deemed necessary to carry the message and activities of the Association to its' members.
- The **Volunteer Committee** shall keep informed of all matters affecting volunteer fire departments. Such information should be passed on to the appropriate officer or committee for further action, if necessary.

Additional Standing Committees

The board of directors shall appoint additional standing committees as necessary to assist with the goals and objectives of the Ohio Fire Chiefs Association. Standing Committee chairpersons shall be appointed by and report directly to the president or his/her designee, and serve a term of one year. Chairpersons may be reappointed for consecutive years with Board approval.

Sub-Committees

Sub-committees shall be formed by the chairperson of standing committees as necessary. A sub-committee is a small committee consisting of members of a larger committee and which is set up to look into a particular matter.

Task Force Groups

Task Force Groups shall be appointed as necessary by the President or his/her designee. A task force is a temporary organization created to solve a particular problem. Task Force Groups shall report directly to the President or his/her designee.

Technical Advisory Committees

Technical Advisory Committees shall be formed as necessary by the President or his/her designee. A TAC is a group who assists the OFCA and protects the interests of the industry by making recommendations to the President concerning policies and procedures. Technical Advisory Committees shall report directly to the President or his/her designee.

Sections

OFCA sections allow members to network and share information with members who share their interests. Each section offers a unique array of benefits specifically tailored to meet the needs of its members. Sections also spread their professional expertise throughout the fire service community through publications (print and electronic), workshops and conferences, websites and online discussion forums.

ARTICLE V - ELECTION OF THE BOARD OF DIRECTORS

Section 1 – Candidates for President, 1st Vice President, 2nd Vice President, Director-At-Large and Sergeant at Arms

Members who desire to be candidates and are qualified in accordance with Article II, Section 2 of the constitution, shall submit their name, membership number, office being sought, a profile of their qualifications, and their platform (not to exceed 300 words) to the Nominations and Elections Committee, in writing by February 1 of the year they are seeking election. The Nominations and Elections Committee shall certify the eligibility of candidates for the election.

~~A contested election of the officers of the Association shall be by written ballot on the second to the last day of the Conference, following the close of the program, at such time and location as pre-designated by the Conference Director and the Nominations and Elections Committee.~~

The offices of president, 1st vice president, and 2nd vice president, shall be for a one-year term. The office of sergeant-at-arms shall be elected in even-numbered years for a two-year term. The three at-large directors shall serve three-year terms, with one at-large director elected each year.

Only Individual and Retired Members registered for the Conference shall be eligible to vote. The candidate receiving the highest vote tally shall be elected to office. In the event of a tie vote, a coin flip conducted by the President shall decide the winner.

All candidates shall personally present their qualifications and plans for improvement of the Association in the various caucuses of the Association.

Section 2 – Publication of Candidate Information

The executive director shall see that the profile and platform of the candidates in Section 1 above are provided in the official publication of the Ohio Fire Chiefs' Association in the next publication following February 1. A candidate's profile and platform shall also be distributed electronically to the membership in the first regular electronic communication by the Association in March and May.

~~Six (6) Individual or Retired Members elected to the Board of Directors as District Directors shall be elected for a term of three (3) years, at a District Caucus held at the Annual Conference. The nominations for said officers shall be held in the appropriate caucuses. In the event there is no majority vote for a candidate on the first ballot, the voting on the second ballot shall be confined to the two candidates receiving the greatest number of votes on the first ballot. In the event of a tie vote, a coin flip conducted by the presiding officer shall decide the winner. Candidates shall personally present their qualifications and plans for the improvement of the Association to their respective caucus. The President shall appoint a member of the Board of Directors to preside and conduct the caucus. Said District Directors shall serve so that one-third of those elected shall be elected each year at the Annual Conference, and that one-third of the Directors' term of office shall expire each year. Two members shall be elected to the Board of Directors each year for a term of three (3) years. One Director shall be elected from each of the following Districts: Northeast, Southeast, North Central, South Central, Northwest, Southwest. The six Directors, with the Immediate Past President presiding, shall constitute the Nominations and Elections Committee.~~

Section 3 – Unanimous Ballots

For any office for which there is only one (1) nomination, the presiding officer shall instruct the chair of the elections committee, as the representative of the Association, to cast a ballot for such nominee and shall thereupon declare such nominee elected.

Section 4 – Balloting Process

For all offices for which there are two (2) or more candidates, the Elections Committee shall conduct an election by mail or electronic ballot. The Nominations and Elections Committee shall establish and approve safeguards required to maintain the integrity of the balloting process prior to initiation of any balloting. The office headquarters will prepare and send a mail or electronic ballot to all members eligible to vote. The mail or electronic ballot shall be sent at least ninety (90) days prior to the date set for the opening of the annual conference and must be received by the Nominations and Elections Committee at least forty-five (45) days prior to the opening date of the conference. The committee shall meet to tabulate the ballots. The committee will provide the executive director, board of directors and the candidates with the "unofficial results" and otherwise make such results available to the membership of the Association at least thirty (30) days prior to the conference.

Section 5 – Candidate Withdrawal or Removal

In the event that one or more candidates for an elective office request removal from the ballot (or are found to be ineligible to run for said elective office) subsequent to preparation and distribution of the mail or electronic ballot, with the result that there is only one candidate for said elective office, the Nominations and Elections Committee is hereby authorized to declare the mail or electronic ballot, or

that portion of the mail or electronic ballot for the elected office, invalid, and to present a motion at the annual meeting for election of the single candidate by acclamation.

Section 6 - Elections

Prior to the business meeting of the annual conference, the full Nominations and Elections Committee will meet to audit the process and certify the "official results." "Official results" of the vote will be presented to the membership during the business meeting of the annual conference. The candidate receiving the highest vote tally shall be elected to office. In the event of a tie vote, a coin flip conducted by the Nominations and Elections Committee shall decide the winner.

Section 7 - Conduct of Elections and Disputes

The complete conduct of the elections and decisions in any matters of dispute that may arise during such elections shall be in the hands of the Nominations and Elections Committee.

Section 8 - Election Campaign Practices

Election campaigns are expected to be conducted on the highest level. Any questions concerning ethics of the campaign should be referred to the Nominations and Elections Committee.

Section 9 – Election of District directors

Six (6) Individual Members elected to the board of directors as district directors shall be elected for a term of three (3) years, at a district caucus held at the annual conference. The nominations for said officers shall be held in the appropriate caucuses. In the event there is no majority vote for a candidate on the first ballot, the

voting on the second ballot shall be confined to the two candidates receiving the greatest number of votes on the first ballot. In the event of a tie vote, a coin flip conducted by the presiding officer shall decide the winner. Candidates shall personally present their qualifications and plans for the improvement of the Association to their respective caucus. The president shall appoint a member of the board of directors to preside and conduct the caucus. Said district directors shall serve so that one-third (1/3) of those elected shall be elected each year at the annual conference, and that one-third of the directors' term of office shall expire each year. Two members shall be elected to the board of directors each year for a term of three (3) years. One director shall be elected from each of the following districts: Northeast, Southeast; North Central, South Central; Northwest, Southwest. The six directors, with the immediate past president presiding, shall constitute the Nominations and Elections Committee.

ARTICLE VII

Section 1 – The Constitution of the Association may be amended by the membership of the Association assembled in Annual Conference. Members in good standing requesting such alteration or revision shall submit their proposal in writing to the board of directors of the Association by February 1. To be considered by the full membership, any proposed changes must have the approval of the board of directors OR a petition signed by fifty (50) regular members in good standing of the Association.

Section 2 – The executive director shall notify all Individual Members of the Association no less than thirty (30)

ninety (90) days in advance of the date when such amendment will be brought up for adoption by the Association prior to the date set for the opening of the annual conference. Publication of such notice shall appear in a publication directed to the membership of the association. In addition, notification will be distributed electronically to the membership.

Section 3 - The Nominations and Elections Committee shall establish and approve safeguards required to maintain the integrity of the balloting process prior to initiation of any balloting. The office headquarters will prepare and send a mail or electronic ballot to all members eligible to vote. The mail or electronic ballot shall be sent at least sixty (60) days prior to the date set for the opening of the annual conference and must be received by the Nominations and Elections Committee at least fifteen (15) days prior to the opening date of the conference. The committee shall meet to tabulate the ballots. The committee will provide the executive director, board of directors and the candidates with the "unofficial results" and otherwise make such results available to the membership of the association at least 30 days prior to the conference. A two-thirds vote of the Individual Members and Retired Members present and voting shall be necessary for the adoption of any proposed amendment to the said Constitution. Results of the vote will be presented to the membership during the business meeting of the annual conference. All amendments of the Constitution shall become effective immediately following their adoption unless otherwise provided. ♦

From the Right Side of the Truck to Chief...in One Step

By Chief Tom Burgasser, OFC, Massillon Fire Department



About the Author

Chief Tom Burgasser's career in the fire service began in 1983 in Plain Township where he progressed to the rank of captain. He left in 1990 to join the Massillon Fire Department. He was promoted to captain there in 1998 and to Chief in December 2006. He holds an associate's degree in Fire Science from Pike's Peak College, a bachelor's degree in Education (English & Biology) from Walsh University, and a master's degree in Education from Walsh University. His affiliations include: Stark County Fire Chief's Association Treasurer, Stark County Hazardous Material Executive Board, Treasurer and Stark County LEPC, Vice-Chair.

Approximately nine years ago, the Massillon Fire Chief decided he'd rather be an Assistant Chief. None of the other Assistant Chiefs wanted to be Chief. According to Civil Service Law, when that happens, employees in the next lower rank (captain) become eligible to test for the position. At that time, I was a captain at Station # 3 on 2nd shift and the union secretary/treasurer. I remember working a particular shift with the Union President. I stood out on the apparatus floor, leaning over the ambulance with a cup of coffee in my hand saying, "In the odd and/or unlikely event that the Chief position opens up, I think I could make some positive changes." We laughed at how remote that possibility was. Shortly thereafter, all of those odd and/or unlikely events actually happened. The Chief voluntarily took a demotion; none of the Assistant Chiefs were interested; four captains, including me, took the Chief's exam; I scored number one.

The intent of this article is to suggest that these circumstances are occurring with more frequency across the state. It's also intended to point out why it is not an ideal situation.

Chief Officers are voluntarily demoting and the next lower ranking officers are not seeking promotion. Why is this happening? The answers are simple. The Chief Officer assumes a great deal of responsibility and, at least in my experience, is not compensated for it. Because he is not compensated and usually not permitted overtime, often, the Chief Officer is not the highest paid employee in his own department.

As long as this disparity is permitted to exist, these scenarios will continue to occur across the state. Enough said.

We've probably all envisioned life as the "Chief" from the right side of a fire truck. Literally, I stepped from the right side of the truck at the end of shift Friday morning to Monday morning where I was now the Chief, serving 32,000 residents with a staff of 48 full-time employees. Even so, I felt as though I had an understanding of the job. After all, I knew all about fire and EMS. I knew what it was like to be an incident commander. I had a varied and substantial collegiate education. I was the secretary/treasurer of the union. I understood finances and budgeting. How hard could it be? Honestly, I look back now and don't know how my department survived my learning curve; and I can assure you that as of today, I'm still not where I think a Chief Officer should be in terms of knowledge, skills and abilities.

After spending two weeks of orientation with the previous Chief, I was comfortable with the payroll spreadsheet, the line item spreadsheets for supplies, services, schooling, dispatch, etc. I also knew what the budget was for the following year. (My tenure began in December.) I was introduced to the various Chiefs throughout the county, many of whom I already knew. We discussed who to call when supplies were needed, when vehicles broke down, and when problems occurred with dispatchers. Finally, we spoke about personnel and our current leadership. Then, he was back on shift and I was in charge.

The first month was benign. Payroll was done; the holidays came and went; and the transition seemed smooth.

Then I started a 14-month period where I was continually blindsided by what I didn't know that I didn't know! Let me be clear on this point. I knew I needed to better understand how to mitigate a hazardous materials situation. I knew I needed to understand the public education and fire prevention aspects of our mission. There was a laundry list I'd made of how to cope with learning while doing. I spent quality time considering and developing it. Again, all of these were things I knew I needed to grasp in the near future. Then the phone calls and emails started. It seemed like every day started with something I knew nothing about. To make matters worse, I wasn't even aware that I ought to know about it. These included:

- ◆ Why is your monthly report late?
- ◆ Council only accepts properly formatted legislation requests!
- ◆ Is there a reason why you weren't at the Rotary meeting?
- ◆ This is the second monthly dispatch board meeting your department has missed. Do you plan on attending in the future or should the city send another representative?
- ◆ The EMS liaison meeting was yesterday; here are the topics for you to present to your crews.

There were literally hundreds of these; some were innocuous and some were crucial. Perhaps the most stressful of these (and the most humorous in retrospect) relates to the budget. During my orientation, I remember asking the former Chief about keeping track of spending, such as how much was spent

annually for each station or how much each piece of apparatus cost in terms of annual maintenance. "Why would you care about that?" he asked. I told him I didn't want to run out of money. "We don't have time to do all that," he replied. "All we do is track spending in general. Each time you write a purchase order, deduct the amount from the line item spreadsheet. You won't run out of money." Fast forward to late September 2007 and I had spent nearly 90% of the supplies budget for the department. I was pulling my hair out trying to stretch 10% to cover the remaining three months so I called the former Chief while he was on vacation. He laughed and told me not to worry about it. I needed to make a budget transfer and he would show me how on his next shift day. I was actually relieved to speak to him and, while I didn't know what a budget transfer specifically was, I knew we'd correct the problem. His shift day arrived and he showed me how to complete a budget transfer form. "I always take \$4,000 from schooling and put it into supplies," he explained. His look changed when I told him I didn't have any money in schooling. You can imagine the exchange. "Why not?" "I spent it." "On what?" "Schooling." "Well, why would you do that?" "Because that's what I thought it was for." Fortunately, the mayor understood.... our firefighters did have toilet paper in December that year!

In looking at my role as the Chief Officer and in terms of NIMS, I clearly wasn't prepared for "the big picture" including:

Operations: Fire, EMS, hazardous materials, technical rescue, good intent calls, customer complaints, public education and awareness, fire prevention and investigation, etc.

Logistics: supplies and services for 4 stations, 20 apparatus, 48 employees, communications, and 4,500 calls for service

Planning: Fire station planning, vehicle replacement planning, major equipment specifications, etc.

Finance: Budget, spending, accounts receivable for EMS and other areas, fiscal emergency, etc.

Administration: Personnel management, labor relations, FMLA, FLSA, OAC requirements, ORC requirements, etc.

I didn't even mention incident commander, unified commander in cooperation with other agencies, liaison, PIO, or safety officer. With the exception of IC and operations, I knew little about all of the other facets of these roles. However, the expectation was that I already knew all of these things.

Lastly, there were systems within government that were foreign to me such as dealing with the political process. I remember early on sitting in a hazardous materials executive board meeting with Chief Ted Heck and Chief John Sabo (both of whom were mentors to me and whose kindness I can never repay). I was frustrated dealing with elected officials, and I made an offhand remark that I wasn't a politician. I remember Chief Sabo's words to me as they both laughed hysterically. "Make no mistake, Tom, you are a politician. You don't necessarily have to be good one, but your department depends on you being an effective one!"

And, then there's the legal system. Of course, I'd testified as a witness regarding an incident or a labor dispute, but I was completely unprepared for what was expected of me now. I found myself spending hundreds of hours in depositions, court hearings, and trials primarily over situations of which I had

limited control. Today, it is the way of the world.

This article merely scratches the surface of why it's not an ideal situation for an individual to jump ranks to the Chief's position. Further, I believe even the traditional next in line rank doesn't always have a firm grasp of the job of a Chief Officer. For that reason, I am thankful that the Ohio Fire Chiefs' Association has implemented two distinct programs: the Ohio Fire Chief Credentialing and the Ohio Fire Executive Program. The credentialing program is a vital tool that identifies our own strengths and weakness in both education and experience. Once identified, we can then begin to make needed improvements, thus limiting the things that we don't know we don't know! This will go a long way as we perform in an ever expanding community role at a time when expectations are both immediate and unyielding.

The Ohio Fire Executive Program is an executive development program. The OFE program and its curriculum work to develop improved leadership qualities of Chiefs currently leading their organizations and develops bench strength in senior officers who can move into positions of greater authority. Graduates are better prepared to assume the responsibilities we have today, and the responsibilities that will be placed on them tomorrow.

If we allow them to, both programs will go a long way in helping us make the best of a bad situation. ♦

OFCA Volunteer Committee Update 2015

By Chief Colin Altman, Miami Township Fire-Rescue

The Volunteer Committee has been working to identify issues of importance to Ohio's volunteer fire service. The Committee exists to keep informed of all matters affecting volunteer fire departments. As such, we have worked to stay abreast of emerging and continuing issues, and to identify priority items.

To help us determine issues of importance, we distributed an electronic survey to volunteer departments at the end of 2014. We wanted to get a snapshot of the challenges our members face and develop methods to address them. The top four challenges identified by those completing the survey were:

1. Recruitment & retention
2. Finances/budgeting/grants
3. Training
4. Department operations

To address these challenges, we plan to develop educational sessions that can be delivered locally for volunteer department Chiefs and officers. Survey respondents felt that seminar/classroom delivery was the best delivery method along with an online component. Respondents also overwhelmingly felt that winter was the best time to do the sessions.

We will be meeting to review the survey results and begin the work of developing sessions that are relevant. We are all aware that the cost of training is always an issue and will work to keep costs as low as possible.

One of the projects we worked on last year was investigating the possibility of enhancing the 36-hour Volunteer Firefighter certification. While some on the committee felt that this course should be eliminated in favor of the Firefighter 1 course, several strongly advocated for a shorter course that would fit a busy volunteer's schedule. Everyone agreed that the lack of certain components in the volunteer course placed these firefighters in a potentially dangerous situation as well as increased liability for their respective departments. We looked at enhancing the current course, taking it from 36 hours to 60 hours which would allow for the addition of several important topics, including both live fire training and some driver training.

Unfortunately, this does not seem to be a viable plan. As chartered training institutions need to adhere to NFPA standards regarding live fire training, many are adamant that only Firefighter 1 students be allowed in their burn buildings. This is a setback, but we will continue to investigate ways to enhance safety for our volunteer firefighters.

There is much to accomplish in the coming year. If you're interested in working with us, I invite you to join us on the committee. We meet quarterly or so on Saturday mornings at the OFCA office or via conference call. Please feel free to contact me with any concerns or comments. I can be reached at (937) 767-7842 or via email at caltman@mtfr.org.

Colin Altman is the Chief of Miami Township Fire-Rescue in Yellow Springs, a volunteer-based combination department. He is currently the chair of the OFCA's volunteer committee. ♦

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Lessons Learned...The Big Three for New Chiefs

By Chief Matt Noble, OFC, Orange Township Fire Department



Author Bio

Chief Matt Noble is a 22-year veteran of the fire service. He began his career in 1992 as a volunteer with the city of London, Division of Fire (Madison County), before being hired as a full-time firefighter, promoted to lieutenant and then Chief. He has served with Orange Township Fire Department (Delaware County) since November 2004 where he was Assistant Chief until promoted to Chief in March 2014. He holds a bachelor's degree in Public Safety Management from Franklin University (Columbus, OH) and is credentialed as an Ohio Fire Chief.

Chief Noble is an Ohio certified firefighter/EMT, haz-mat technician, fire instructor and fire safety Inspector. He also serves as the South Central District Director of the Ohio Fire Chiefs' Association and represents the paid fire service on the State Fire Council.

After reading the Jan/Feb/Mar 2015 issue of *InCommand* entitled "Succession Planning – Stay Ahead", I began to think back on my own succession journey from Assistant Chief to Chief and the valuable lessons learned from that transition. Based on personal experience, my advice to my fellow Chiefs is to think about succession planning. And, think about it now! It is important to begin grooming a successor early. After a leadership transition, the continued success of the fire department is a goal all Chiefs should strive to obtain. The best way to ensure that happens is to prepare those serving under us for the day when they take command.

Of the many lessons I have learned, I would like to focus on three of which I would consider to be the most important: networking, involvement and decision-making.

Networking – It is very important, if not an absolute necessity, to introduce a successor to key people both in and outside of the profession. What do I mean by "key people"? That answer is simple. If, as a Chief, you know someone you feel is important to you in your professional capacity, I would consider that to be a "key person". These individuals include, but are not limited to: other Chiefs, legislators, county commissioners, council members, trustees, vendors, civic group leaders, fire instructors, association leaders, etc. Make sure your connections become your successor's connections.

Having been introduced to key people as an Assistant Chief proved to be very beneficial as I transitioned into

my role as Chief. If I have questions, or am unsure how to proceed on an issue, I have an entire network I can call upon for advice that I can use in my own decision-making process. These connections also encouraged me to become more involved in various projects and Association leadership positions. Doing so served to further enhance my transition to Chief.

Involvement – Allow your successor to become active outside of the fire department. This includes: attending trustee/council meetings, memberships in various associations and organizations, attending conferences and workshops, and other related functions. The freedom to leave the department, meet new people, and learn from others is a vital part of expanding horizons. This too will enhance the growth of your successor. Involvement goes hand in hand with networking.

As Assistant Chief, I was afforded many opportunities to become involved in various organizations, and attend conferences and workshops, including an international leadership conference. That conference, in particular, allowed me to network with Chiefs from across the United States and internationally, from departments both big and small. These opportunities better prepared me for my new role as Chief. The knowledge, skills and experiences they shared with me are essential to my position.

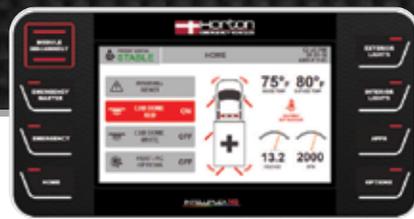
Decision-Making – Allow your successor to have input in decision-making. Furthermore, allow them to make some decisions affecting the department. One of the hardest things for many Chiefs to do is to let go every once in awhile. Even

though this is something I recommend, I must admit, I still struggle sometimes with this. But, how else do we prepare our successors for decision-making, if we don't allow them to do it now and again?

I was fortunate to have opportunities to meet with my Chief and discuss department planning and, on occasion, make the decision for the department completely on my own. Anytime the Chief and I discussed ideas, it was done professionally. This is important to keep in mind. There were times when my idea was accepted and implemented; other times, my idea was rejected. However, just being involved in the decision-making process, allowed me to learn and grow in my position. It taught me how to look at the big picture.

In conclusion, I owe a great deal to my predecessor, Retired Chief Tom Stewart. He provided me with many professional opportunities to learn, grow, and establish valuable contacts all in an effort to prepare me for the big job, Chief. If you do not have an Assistant Chief on staff, then seek out other deserving individuals in your department who you can begin to groom for the next step. Give them the opportunity to get out and join associations; introduce them to key people who might be able to help them in the future; and allow your future successors to make departmental decisions. Before you know it, your career will be over and left in the hands of those you were leading. Make sure you have done everything you can to prepare them not only for succession, but for success. ♦

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Relationship Building Essential for Chief Hired from the Outside

By Chief Steve Kelly, Miami Township (Clermont) Fire and EMS



Author Bio

Steve Kelly is the Chief at Miami Township Fire & EMS. He joined the department in October 2013. He is a 19-year veteran of the fire service who began his career with the West Chester Fire Department in 1996. He holds a Master of Public Administration from Northern Kentucky University and a bachelor's degree in science from the University of Cincinnati, where he is currently an Adjunct Professor in the Fire & EMS programs. Chief Kelly was recently elected to serve as the president of the Southwest Ohio Fire Chiefs' Association and is the secretary for the Clermont County Fire Chiefs' Alliance. Chief Kelly is a member of Ohio Fire Executive Class 14.

I will be honest with you; I never wanted to be a Fire Chief. At least that was what I thought when I joined the fire service in 1996. Fast-forward seventeen years to 2013 and I found myself standing in front of my board of trustees, being sworn in as the second Chief of Miami Township Fire & EMS. I was hired to replace Chief James Whitworth, who retired in August of that same year. I remember talking to him after the ceremony that evening. I told him that I felt like I had some big shoes to fill. His words to me are etched in my brain and were very profound. He said, "Bring your own shoes". So began my journey as a new Chief, full of excitement, nervousness, and dreams for our department's future.

I went from a captain working in middle management to suddenly being tasked with leading a department of 100 highly trained, professional firefighters, paramedics, and EMTs. What did I know about being a Chief? Nothing... and everything at the same time. You see, there is no "user manual" or book that can teach you to be a Fire Chief. Sure, there are a lot of textbooks and desk references on the subject, but you really have to start developing your own skill set early on in your career. Think of the first shift you pulled or that day you met the crew you would eventually hang out with off duty, perhaps even go to their weddings someday. Think about that first patient you treated, your first station lieutenant or supervisor, and the first group of kids you gave a station tour after dinner. My point is, at some point, you started developing "people

skills" and you worked on interpersonal relationships. The ability to master those skills helps set the foundation for what you do the rest of your career. It can dictate how successful you will be as you rise through the ranks. When you think about it, everything we do involves forming some kind of relationship with another person, no matter how fleeting or inconsequential it might be. You might say, "I'm not a people person, so what?" Guess what? You had better start finding a way to become a "people person". Fresh out of my 36-hour training, I barely knew what a fire was, but I had to learn and figure it out, or my career would have been very brief in the fire service. That same mentality applies here.

The ability to not only talk to people, but to listen to what they have to say and show genuine concern pays huge dividends as you move up the ladder. I have worked hard to remember that at every step along the way. I pride myself on trying to remember what it was like in each position I've held, from volunteer and part-time, through career, lieutenant, captain, and ultimately Chief. That affords me the ability to be empathetic with my co-workers. In turn, they see you as someone who really cares about them as a person, and not just an employee. This is what helped me as I transitioned through the ranks. Ultimately, it was instrumental in my decision to leave a department after seventeen years to go to work for a department where I knew few people and had no history. While it was difficult, it was probably even more

so for the people whose department I joined. They had no idea who I was or what I was capable of doing. Building trust comes into play right from the start. You have to work to build trust and you must foster it continually. Your personal skills and your ability to communicate effectively with people are your best tools in building that trust.

Trust must transcend the boundaries of your department and jurisdiction as well. As a new Chief, I was just trying to determine my department's capabilities. I had no appreciation of what my neighbors were doing. I decided early on to engage the Chiefs around me so I could put a face with a name, network, and let them know who I was. I cannot tell you how important knowing your neighbors

can be. Unless you work in a department that does not give or receive mutual aid, you have to know the capabilities and limitations of your neighbors. No one's department is perfect, so never act like yours is. Be sure to put any preconceived notions about a neighboring department aside. Knowing one another's strengths and weaknesses is beneficial for all involved. Be real; meet the neighboring Chiefs and their officers; have lunch and some honest conversations early on. Again, this will pay immediate dividends. For me, not only was I new to the area, but I landed in another county. I was unfamiliar with the politics and the "powers that be". This is where personal skills can save the day as you begin to get your name and face out there. Be

aggressive, but not overly so. Take the opportunity to meet new people, shake a few hands, and share a funny story or two. That is how you get to know the people you will work with and possibly serve one day. Remember, a county commissioner can also be a resident. For that matter, so can another Chief. So, take the time to meet people and learn a little more about them.

In closing, I hope I've been able to shed some light on what helped me make the transition between jobs, between departments, and between counties. It all boils down to people and how well you work with others. Learn those people skills and constantly strive to improve upon them. You will be amazed at what you can accomplish. ♦

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Author Bio

Chief Hickey has served in the fire service for 27 years and as the Chief of Champion Township in Trumbull County since 2006. He is a graduate of the Ohio Fire Executive Program Class 9. Currently, he serves as the Vice President of the Trumbull County Fire Chiefs, County Coordinator for the Ohio Fire Chiefs' Emergency Response Plan, and serves on the legislative and publications committees for the Ohio Fire Chiefs' Association.

From Buddy to Boss

By Chief John E. Hickey, OFE, Champion Township Fire Department

Often, the path to achieving your career goals is fraught with unknown twists and turns along the way. You've carved out a solid plan of when and how you will progress to the next rung on the career ladder. But what happens when that plan is suddenly and drastically interrupted? You find yourself thrust into a position of leadership well before you anticipated it. Today, I will share my story of the events and pitfalls that led me from department firefighter on Sunday to Chief come Monday morning.

Champion Township Fire Department has a long, rich history of providing professional fire protection and EMS services to our 10,000 residents. From 1955 to 1999, Champion Township employed two career Fire Chiefs. During that period, the department was stable as was the governing body that provided oversight of the department. In the new millennium, the leadership began to change in both our community and department. From the years 2000-2006, Champion Township Fire Department hired 3 Chiefs, one of which whom only lasted 4 days before backing out of the job. Morale in the department was low. None of the current employees at the time were interested in stepping up and applying for the position for one reason or another. It was a clear sign that there were pressing leadership issues in the township and the fire department.

After serving five years as a federal firefighter at the Youngtown Air Reserve Station in Vienna, Ohio, I hired on at Champion as a full-time firefighter/

paramedic in June 2003. I was excited for the new challenge; however, I quickly learned that it was going to be a rough haul as the new guy in a department where there was a revolving door at the top and no plan in sight to gain any kind of stability and continuity in our department. Again, in February 2006, the Fire Chief left for another job. His resignation created yet another void in the department in the rank structure and resulted in a further slide in the overall morale of the department. And to make matters worse, no internal candidate would even remotely consider applying for the position. At that point, I sat down with my wife and told her I was tired of the constant carousel of leadership within the department. If no one else wanted to step up and be the agent of change, then I would. So, after an arduous 6-month interview process, I was hired as the fourth Champion Township Fire Chief since 2000.

Here's where the real fun began! Virtually overnight, I went from the lowest ranking firefighter on the department to the Chief! I was fraught with advice on how to manage the department, ranging from going in and completely shaking things up to just letting things continue as usual. Looking back, I had to make a decision as to what kind of a boss I wanted to be from the start, keeping in mind the old adage, "You only have one opportunity to make a lasting impression." I'm not saying my leadership style couldn't evolve over time, but it was imperative that I set my own leadership tone early on. I assessed what I liked about my past Chiefs and what I would like to do differently.

Based on that premise, less important issues were shelved while I worked on developing trust and buy-in from the men and women in my department. Officers were given the ability to make decisions on operational aspects of the department. I asked them to envision what they thought the department “could look like” based on said decisions. Ultimately, the final decisions were mine, but giving personnel the opportunity to provide input on emergency response guidelines, hiring of part-time personnel, and other matters, eliminated 99% of the complaining. Allowing for team input and buy-in has resulted in the excellent operation we enjoy today.

Eight years have passed since I was hired as the Champion Township Fire Chief. Over my tenure, I’ve had my share of good moments, but it has not all been smooth sailing. I’ve come to understand that although I may have thought a former Chief’s decision was not a good one at the time, I now see the big picture. I can now see the reasoning behind it in the long run. Knowledge and leadership skills come with time. You won’t always hit it out of the park, but if you try to understand the repercussions, good and bad, prior to making decisions, you will be further ahead in the long run. Like most things in life, trust is earned. Allow your members to be involved in the decision making. It goes a long way in establishing trust in you and your leadership skills. For me, it was this game plan that won over my former buddies and created an environment free of havoc and chaos. ♦

Program Offerings Abundant

The Foundation has been busy offering several classes of late. In February, the Foundation offered a session entitled, “Providing Safety for Life, Limb and Health of Employees”...What You Don’t Know Will Hurt You! Attorney David “Chip” Comstock presented a lecture related to Ohio Administrative Code 4123:1-2102 (Personal Protective Clothing and Equipment for Structural Fire Fighting). The lecture examined the Ohio Bureau of Workers Compensation Division of Safety rules relating to firefighting operations and the penalties for non-compliance. The class included discussions on ways to comply with the Administrative Code requirements both on paper and in practice. This session drew 94 participants!

The Plain Township Fire Department was host to Fire Officer I and II classes in the Canton area in late February and late March. Fire Officer I had 16 students; Fire Officer II had 23 students.

The 2015 Administrative Assistants’ Conference will be held April 23-24, 2015 at a new venue, the Quest Conference Center. The Conference includes an afternoon-long session entitled, The Unique Challenges Of Serving As An Administrative Assistant In The Fire Service – How Do Civilian Employees Fit In, with facilitator Division Chief Lou Ann Metz, OFE, Stow Fire Department and an Administrative Assistants’ Roundtable which provides an opportunity for attendees to share best practices, documents, network, etc.

The Foundation, in partnership with the Ohio State Firefighters Association, will also present Saving Those Who Save Others in mid-April. It is an in-depth firefighter/EMS suicide prevention and awareness course designed to educate attendees on the signs and symptoms, communications, emotions, physical behaviors and resources both internal and external to be aware of along with group discussions of such. The course includes a look into behavioral health issues such as addictions, PTSD, anger, stress and retirement will also be issues. The seminar will also bring to the surface the startling facts and statistics surrounding the rising number of firefighter suicides and recommendations for firefighters and fire departments on how to become proactive for those members approaching retirement. The message will be delivered using an interactive power point presentation, group discussions, role plays and question and answer sessions. Once completed, attendees should be able to observe signs and symptoms of emotional and physical stressors within themselves along with the people they work alongside, develop communication skills on how to talk to each other during times of stress, plus understand and develop ideas regarding department policies and employee assistance programs. Attendees will be provided with resource material to take back to their department.

The session presenter is Founder Jeff Dill. He organized Counseling Services for Firefighters in 2009. CSFF was established based on the tragic events experienced by firefighters returning from Hurricane Katrina. In 2011, Firefighter Behavioral Health Alliance was organized based on the decreasing funds available for training at the fire department level and the staggering number of firefighter suicides. FBHA was established to directly educate firefighters/EMS personnel and their families about behavioral health issues. ♦

Meet the Chief

Individual Introduction:

Name: Preston Moore

Years in the fire service: 26

Career “journey”: Began as a volunteer in 1989 at Hilliar Township/Centerburg

Career benchmarks: Career appointment at Concord Township in Delaware County May 1991; began at Whitehall Division of Fire in June 1992; promoted to Lieutenant 1999; Captain 2002; Assistant Chief 2004; Chief 2013

Current position: Chief

Current department: Whitehall Division of Fire

Area Demographics:

Population served: 18,500

Square miles covered: 5.5

Form of government: Strong mayor form of government

Source of funding for political jurisdiction served: City is supported by income tax of which a portion is appropriated to the Division of Fire.

Source of funding for department: See above

Department Makeup:

Number and makeup of staff:

3 platoon system; 24 on, 48 off; 11 per shift including: 1 Captain, 1 Lieutenant, 9 Firefighter/Paramedics; Fire Prevention Bureau with 1 Captain and 1 Inspector; 1 Chief and 1 Assistant Chief

Type and number of apparatus, number of stations: 1 Battalion/Shift Supervisor Car; 1 Engine; 2 Medics;

Minimum qualifications for entry level firefighters: All are FFII and EMT-P

Number of calls per year and breakdown in % nature of calls made:

	2014	2013	2012
Total EMS Runs	6,234	5,855	6,212
Total Fire Runs	1,023	856	996
Run Totals	7,257	6,711	7,208

1. **What do you consider the most challenging issue or issues facing your department today?**

We are a small department and activity levels have steadily risen over the last several years. For this reason, I believe our aging workforce is going to be Whitehall’s biggest concern. Employees are staying longer and are earning more vacation, taking more sick days, and are more likely to get injured. I also believe sleep deprivation is harder on an older work force. When I first started, the veterans would hit 48 years of age with 25 years of service and they would go. That is not typical these days and our activity level continues to climb. The veterans used to say that firefighting was a young man’s game. I am not sure how many runs are too many but I think we are close. We have made some changes in our response policy to try to keep the workload as even as possible. We intend to keep a close eye on response data and plan for the future.



2. **What do you consider the most challenging issue facing the U.S. fire service?**

I am tempted to say funding, funding, and funding. Funding issues creep into every conversation, whether it is in-house, at an association meeting, or at a partners meeting. How do we get the funding we need to keep up with citizen demands, increasing activity levels, changes in industry standards, and ever increasing personnel and equipment costs? As a Fire Chief, I hear it frequently. “Why is it always about the money?” Let’s face it, fire departments operate on money and it is getting harder to get.

3. **If you could look into a crystal ball and see 5 or 10 years into the future, what do you think the fire service of the future will look like?**

Since there are so many differences between regions, I am going to use a central Ohio crystal ball. I believe the biggest changes locally will be in EMS. Eventually, all of us will be having conversations about mobile integrated healthcare or community paramedicine. This is another issue where funding will force a change. Most everyone in central Ohio bills for EMS and revenues have gone down. As dollars get moved away from transports to results based payments, there will be more competition

and a demand for more services. This will be an area where we can be involved in the changes or get passed by as others take over.

4. Hiring good people is only half the battle. Specifically, what do you look for in hiring a new recruit, and once hired, how do you motivate your firefighters to perform effectively on a consistent basis?

We are hiring fully trained firefighter/paramedics so most of them have some work history. I put a lot of weight in their past work performance, work history, and references. Many are working one or more part-time jobs so we wind up with a lot of feedback. Ideally, I would like to see 5 years of previous work.

Once a candidate is hired, the shift officers and the mentors we pick are critical to setting expectations of performance. If you want high performing firefighters, you need high performing supervisors.

5. There has always been talk about joint interagency emergency response efforts and cooperation in addressing common problems. This issue, in recent years, has become an even more pressing one. How do you interact with other agencies within your own government (administration, police, public works, etc.)? How do you interact with other emergency response agencies outside your local government (EMA, OSP, sheriff, other emergency responders)?

Whitehall is surrounded by other jurisdictions. It is rare that we would handle any incident by ourselves. The automatic response arrangement in central Ohio keeps us quite active with all of our neighbors. We also have a mutual aid agreement with the Defense Logistics Agency. When available, we receive a ladder company or a medic from the base to help cover Whitehall runs. The Chiefs at DLA tell me our agreement has been modeled in other areas of the country. Other agreements include sharing a communications center with 5 other jurisdictions, shared medical director and common medical protocol with 12 others, and an arrangement with Columbus Fire to provide fire investigators when needed.

As for the other agencies in our own jurisdiction, we have great relationships with them. I would say it is rare that police and fire agencies work as well together as ours do. Interoperability is smooth and we do not have any conflicts. We also know the service department employees very well and they are quick to respond when we need them.

6. How have current economic times impacted your department? Are you doing things differently today because of the economy?

Over the last few years, operational efficiency and doing more with less has been a constant theme. We have tightened the belt but our biggest cost is payroll. Most of the time, there is no fluff to eliminate and any long term injuries or sick leave can put us in a payroll bind. Truck maintenance costs have hit us pretty hard and we are finding that it may be more cost effective to replace trucks sooner than we planned. Have we made any wholesale changes? Not really, but we do pinch every penny. ♦

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- Jerry Poland, VFIS Sales Executive (Associate since 2006),
Bonnewille Community Fire Company – PA Fire Chief

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By Ken LaSala
Director of Government Relations
International Association of Fire Chiefs

Big Issues to Tackle in the 114th Congress

Welcome to the 114th Congress! The 27th Annual National Fire and Emergency Services Dinner takes place in Washington D.C. on April 16 and I urge everyone to attend. With the Republicans in the majority in both the House and Senate for the first time since 2006 and there being a large number of new members of Congress, now is the best time to attend the dinner and meet with your members of Congress. There are a number of issues we need your help with too.

DHS/FEMA Funding

Funding for the U.S. Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) will be one of the primary issues of discussion this spring. Congress passed an omnibus appropriations bill (P.L. 113-235) to fund the federal government throughout Fiscal Year (FY) 2015 in December. Unfortunately, it only funded DHS (including FEMA and the U.S. Fire Administration (USFA)) through a continuing resolution until February 27. By passing only short-term funding for DHS, the Republicans wanted an opportunity to repeal President Obama's executive orders on immigration. When the House passed a bill in January to fund DHS (H.R. 240), the House Republicans included amendments to overturn these executive orders. In the Senate, the Democrats opposed the immigration amendments and blocked consideration of H.R. 240. The resulting stalemate threatened a shutdown of DHS, FEMA, and USFA.

The IAFC opposed the shutdown and raised concerns that a FEMA shutdown would cause confusion with the SAFER grant application period, which ended on March 6. In addition, we were concerned that a DHS shutdown would delay the announcement of FIRE grant awards.

Meanwhile, President Obama released his FY 2016 budget request on February 2. This budget proposed slight decreases for the USFA and the FIRE and SAFER grant programs. It also proposed the consolidation of the homeland security grants (such as the State Homeland Security Grant Program (SHSGP) and Urban

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In Millions (\$)			
Program	FY 2014	FY 2015 (H.R. 240)	FY 2016 (President's Request)
USFA	44	44	41.582
FIRE	340	340	335
SAFER	340	340	335
SHSGP	466.3	467	*
UASI	600	600	*
US&R	45.18	35.18	27.513

**The FY 2016 budget request would combine all of the homeland security grants into the \$1.043 billion NPGP.*

Areas Security Initiative (UASI) grant program) into the National Preparedness Grant Program (NPGP).

See the chart above on how the funding situation for fire service programs looked like this winter.

The IAFC is working to keep FEMA and USFA funded through September 30 (the end of FY 2015). On February 13, we joined with the other major fire service organizations to ask Congress to fund FEMA throughout the end of the fiscal year, even if was not able to pass long-term funding for the rest of DHS.

For FY 2016, the IAFC is joining with the other fire service organizations to ask for \$405 million each for the FIRE and SAFER grant programs. This request would restore the funding level for these programs to the FY 2011 level and account for the increases in the prices of fire equipment, training and apparatus over the past few years. We also are asking Congress to protect USFA and fund it at \$44 million. In addition, we are requesting that Congress maintain the funding for the Urban Search and Rescue System at \$35.18 million. The IAFC continues to oppose the NPGP proposal, because it would not ensure that local governments are active participants in how FEMA's homeland security grants are used. Over the years, the SHSGP and UASI pro-

gram have provided incentives for local governments to work with the states and their communities to better protect the public, and we do not want to see these accomplishments disintegrate over time.

Taxes

Tax reform is one area of possible bipartisan cooperation between President Obama and the Republicans in Congress. Both sides have said that they would like to reform the corporate tax code and make America more competitive. Related to this debate, the IAFC, the OFCA and other fire service organizations are supporting

legislation to include automatic fire sprinklers in Section 179 of the Internal Revenue Code. Section 179 allows small businesses to deduct certain business expenses. The fire service organizations' purpose is to allow owners of night clubs, bars and other small businesses to retrofit their buildings with fire sprinklers and prevent future fires such as the one that happened at the Station Night Club in 2003.

In addition, the IAFC, the OFCA, and other fire service organizations are continuing to advocate for the Volunteer Responder Incentive Protection Reauthorization Act. This legislation would reinstate provisions of the tax code that expired in 2010, and excluded any property tax abatements and up to \$360 worth of other state and local volunteer recruitment and retention incentives from federal taxation. The new legislation would reinstate the old tax exclusion but extend it to \$600 per year. This legislation had 58 House cosponsors and 13 Senate cosponsors in the last Congress.



Medicare Bonuses

The “doc fix” that prevents cuts to Medicare payments for doctors expires on April 1. This expiration date also would end the 2% urban, 3% rural and 22.6% super-rural add-on payments that local fire departments receive for transporting Medicare beneficiaries. Representative Greg Walden (R-OR) introduced the Medicare Ambulance Access, Fraud Prevention and Reform Act of 2015 (H.R. 745) to permanently extend these add-on payments. The IAFC and OFCA are working to include this legislation in the final “doc fix” when it passes this spring.

Transportation

Congress also must pass comprehensive legislation to authorize spending to upgrade and maintain the nation’s highways. The current authorization for the

Highway Trust Fund expires on May 31. This legislation also will authorize programs at the Pipeline and Hazardous Materials Safety Administration. The IAFC and OFCA remain concerned that local fire departments still are not receiving necessary training for responding to rail incidents involving crude oil and other hazardous materials. Our organizations continue to advocate for the reform of PHMSA’s Hazardous Materials Emergency Preparedness (HMEP) grant program. This program allocates federal funds to the states for training. However, from FY 2007 through FY 2010, approximately 76% of the states, territories, and tribal organizations used none or only a portion of their allotted grant funds. The IAFC and OFCA would like Congress to allow other entities, besides the states, to be able to use this funding to train local firefighters. Specifically, we also are urging Congress to allow for the use of HMEP grant funds to develop web-based training about hazmat response issues in order to help volunteer fire departments and other departments that cannot afford to send their personnel to in-person training.

There are a lot of important issues being considered on Capitol Hill this spring and many of them directly affect the fire and emergency service. With a lot of new members of Congress, this is an especially good year to be visiting Washington on April 16. The IAFC will have materials for you to download at: <http://www.iafc.org/gr>, including our Hot Sheet, Issues Discussion, and even a webinar for you to download. I look forward to seeing you at the dinner and on Capitol Hill! ♦



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Major Changes Come to Colerain Township Department of Fire and EMS

Assistant Chief Frank Cook



Assistant Chief Frank Cook was promoted to the new Fire Chief of the Department. Public Safety Services Director Dan Meloy recommended Chief Cook's appointment after the announcement of Chief Bruce Smith's retirement.

Chief Cook was one of the first African American firefighters hired by the township in 1984 and now becomes the first African American

department head as the township makes strides in fielding a workforce that is as diverse as the community it serves.

Chief Cook began his career with CTFD in 1984 as a part-time firefighter/EMT, and achieved the rank of Assistant Fire Chief in March 2014 serving as the Department's Administrative Services Chief after serving in the ranks as Lieutenant, Captain and Battalion Chief.

Chief Cook currently holds an A.S. in Fire Science, a B.S. in Fire Safety and Engineering Technology, and a Master of Public Administration Degree. He's a graduate of the National Fire Academy's EFO Program. Chief Cook is also a graduate of the Carl Holmes Executive Development Institute presented at Dillard University in New Orleans. In 2013, he was conferred with the honorific Chief Fire Officer designation by the Commission on Professional Credentialing.

Battalion Chief Allen Walls



At the same meeting, Trustees also approved the promotion of Battalion Chief Allen Walls to the position of Assistant Chief of Administrative Services.

Chief Walls' fire service career began in 1995 as a volunteer firefighter. He began working for CTFD in 1996 as a part-time firefighter/paramedic while also working full time for the city of

Harrison (OH). Chief Walls has held the position of Captain, Division Chief of Training, Shift Commander and now currently Assistant Chief of Administrative Services.

Chief Walls holds a B.S. in Biology with a minor in History and recently completed his EFO program where he was presented with the 2013 EFOP Outstanding Research Award for his applied research project.

Chief Bruce Smith



Chief Smith began with the Groesbeck Fire Department over 45 years ago. In the mid 1970s, Bruce, working alongside his mentor Chief Corky Snyder (Ret.), was instrumental in merging two community departments into the current Colerain Fire Department. Bruce Smith became Fire Chief of the CTFD in 1984. During Chief Smith's tenure, he always positioned CTFD to be

on the region's leading edge of emergency services. He began paramedic services in 1989, expanded the roster to almost 200 certified firefighter/EMTs and paramedics, and has been active both locally and regionally in the political process affecting the safety and health of our firefighters.

Firefighting is a dangerous business as was tragically demonstrated on April 4, 2008 with the sudden deaths of Captain Robin Broxterman and Firefighter Brian Schira. Chief Smith led the department through this tumultuous time and spearheaded an investigative report that made major changes to the way we conduct our operations. Today, our emergency operations are more efficient and safer as a result of Chief Smith's leadership. ♦

Questions or inquiries may be directed to CTFD Public Information Officer: Captain Steve Conn at 513-615-8698, sconn@colerain.org



By Chief Robert Bates, OFE, MAOL
Madison Twp. Fire Dept.
OFCA Legislative Chair

Wrapping Up the 130th General Assembly

As a result of the November 2014 elections, there was no effective change in the politics for the 131st General Assembly. That being said, it would have been reasonable to expect the members of the 130th General Assembly to come back, say their good-byes, adjourn and take up where they left off in January. But alas, they chose not to do so. They came back from the election and kept right on working. Legislation passed in the final days of the 130th General Assembly included:

- ◆ **House Bill 5** - introduced by Representative Cheryl Grossman (R) of Grove City. This bill revises municipal income tax law. The Association agreed with streamlining the process of filing local government income tax returns for businesses but was opposed to the bill due to concerns over the potential loss of local government funds. One specific provision that members may wish to take note of is the granting of the ability of employers to withhold income tax for a municipal corporation where an employee resides if so requested by the employee. The bill became effective on March 23, 2015.
- ◆ **House Bill 178** - legislation related to school safety, sponsored by Representative Debbie Phillips (D) of Albany. This legislation does a number of things including: requiring schools to conduct six fire drills and three safety drills each year if the school has smoke detectors or a sprinkler system; or nine fire drills

and three safety drills each year if there are no smoke detectors or a sprinkler system in the school. Each school is also required to conduct one additional “theoretical” safety drill during the school year for faculty and staff. Rapid evacuation procedures are required to be a part of school safety drills. Safety drills must include student participation, be conducted in conjunction with the local police chief or similar chief law enforcement officer, be conducted pursuant to the school’s emergency management plan, and for at least one of the three safety drills, involve a scenario where students are secured in the school building rather than rapidly evacuated. Schools are required to conduct at least one fire drill or one safety drill during each month of the school year. It is important to note that *in order to qualify for the reduced number of fire drills, the school must have smoke detectors in every room or be fully sprinklered.* Buildings with partial protection are not eligible for a reduction in the number of required fire drills.

This legislation was effective as of March 23, 2015. Some have already asked how this will be handled for the remainder of the current school year. I have been told the State Fire Marshal’s office will be sending out guidance regarding this matter to all fire departments. Watch your mailboxes for further details.

◆ **House Joint Resolution 12 -**

co-sponsored by Representatives Matt Huffman (R) Lima and Vernon Sykes (D) Akron. While not directly dealing with any fire service issues, this legislation is significant for Association members and all Ohioans as it replaces the current Apportionment Board with the Ohio Redistricting Commission and changes the redistricting process for state legislators.

The new commission is composed of the Governor, the Auditor of State, the Secretary of State, and four persons appointed by majority and minority leaders in the General Assembly representing each of the

two largest political parties in the General Assembly. Redistricting will continue to occur in years ending with the number one, immediately following the most recent decennial census. In order for the commission to adopt a final district plan, at least four members of the Commission, including at least two members of the two largest political parties represented in the General Assembly, have to vote to adopt the plan. In the event a plan cannot be agreed upon, a plan approved by a simple majority will be put in place and a specified process to reach agreement, including public hearings, will take place. If

there is still no plan agreed upon, the redistricting process will occur again four years after the decennial census.

It needs to be pointed out that House Bill 178 does not address the issue of using after-market devices to secure school classrooms in “intruder” situations. This has been a topic of discussion in recent years and there is some contention over the issue. At this time, there is no legal authority that allows for this and use of these constitutes a violation of the fire code. The board and the State Fire Marshal continue to discuss this issue as possible code changes are considered. ◆



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Dear OFCA Members and Vendor Friends,

BBBBRR! With the cold finish we had to this past winter, it's nice to think of warmer days ahead! The OFCA Annual Conference should be something warm for you to look forward to! The dates of this year's conference are July 17-20th. There will be pre-conference opportunities on July 16th as well. Once again, we will enjoy the hospitality of the Easton Hilton, Columbus. Registration is now open as well as the opportunity to book your hotel reservations. OFCA has a room block so make sure you book your rooms early for the better rate. Information regarding rooms can be found on the website.



Pre-conference opportunities include a requested presentation by Dr. Richard Gasaway: *"Mental Management of Emergencies: Improving Situational Awareness & Decision Making Under Stress"*. Dr. Gasaway is one of the nation's leading authorities on first responder situational awareness and decision making.

There will also be an ISO class on the 16th. Separate registrations are required for both classes and can be found on the website.

This year's conference format will pretty much mirror the 2014 conference. There will be many educational opportunities for you, your officers, your department, and community officials including:

- ◆ Classes presented by Mr. Gordon Graham. He will be presenting workshops sponsored by Lexipro on Saturday and Sunday July 18-19th.
- ◆ Chief Scott Hildenbrand (Hambden Twp. Fire Department) will be presenting a power point from his perspective on the Chardon School shooting.
- ◆ A special inspector's class and meeting on Friday.
- ◆ Blue card instructors' update.
- ◆ Plus many more timely speakers and topics.

Check the conference schedule at the website for dates, times and locations for these events.

Randolph Mantooth, who portrayed LA County Firefighter/Paramedic Johnny Gage on NBC's 1970s series "EMERGENCY!", will be our special guest, with an appearance in the vendor hall on Friday and Saturday where he will host a fund raising autograph session with proceeds going to the LA County Fire Museum. Randy will be the keynote speaker on Sunday evening and will participate in Sunday morning's NFPA 1584 Rehab Monitoring class, led by Cameron Bucek and sponsored by the Masimo Corporation.

Be sure to check the website and weekly e-blasts for more information.

Don't forget to spend time with our vendor friends on Friday, July 17th, from 2-7p.m. Enjoy a reception with wine and beer from 5-7 p.m. as you discuss the needs of your department.

Back by popular demand Saturday evening is Monte Carlo Night, hosted by Black Diamonds, the great folks we enjoyed at the Sharonville conference!

Our annual Presidential Banquet will be Sunday evening.

Visit the OFCA website to read more about this year's events and annual conference. Share the information with your neighboring Chiefs, especially if they have never joined us before. If YOU are a first time conference attendee, we encourage you to read all the information available. We invite you to join us for an excellent and timely educational experience. You will gather with old friends and make some new ones. You will also have the opportunity to get to know your vendor friends in a relaxed environment.

I look forward to seeing you and the warmer weather! If you have any questions or concerns, please do not hesitate to contact me at chiefwallace@station67.org, or 937-623-1419.

Chief Tom Wallace
Conference Chair

Ohio Fire & Rescue Officer Development Conference

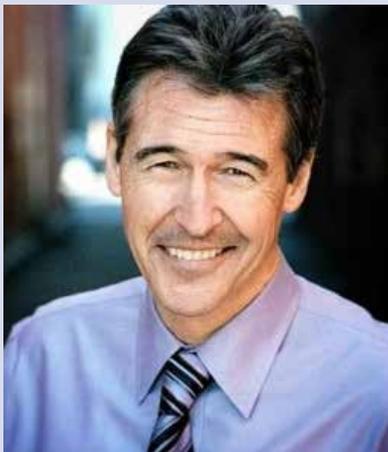
By the Ohio Fire Chiefs' Association

Please mark your calendars now and plan to join us in July!

The 2015 Ohio Fire & Rescue Officer Development Conference is scheduled for **July 16-20, 2015**.

Central Ohio will be our host again in 2015.

The conference site is the **Columbus Hilton at Easton**.



Celebrity appearance subject to change

Our keynote speaker and special guest this year is Randolph Mantooth, well known for his portrayal of LA County Firefighter/Paramedic Johnny Gage on NBC's 1970s series "Emergency!" In the years since, Mantooth has remained close to the fire service and has been a speaker at conferences since 1986. For the past five years, he has been a vocal advocate on behalf of firefighter health and safety.

In addition to the Sunday evening keynote, "Remembering Why," he will also be part of the NFPA1584 Rehab Monitoring class on Sunday morning. Attendees will have an opportunity to meet Randy in person in the vendor hall on Friday and Saturday when he hosts a fundraising autograph session, where Emergency! photographs and other show memorabilia will be available for purchase and personalization. Proceeds go to the LA County Fire Museum, home to the original Squad 51 and both Engines used in the show. For more information, visit his website at www.RandolphMantooth.com.



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PRICING & REGISTRATION SHEET

ADVANCED REGISTRATION ENDS JUNE 26, 2015

MAKE HOTEL RESERVATIONS SEPARATELY

Make your hotel reservations at discounted prices by using the link to the Columbus Hilton at Easton at our website www.ohiofirechiefs.org and click on the Conference page.

REGISTRATION OPTIONS PRICES INCLUDE ONE MEMBER AND ONE GUEST. FULL AND WEEKEND REGISTRATIONS INCLUDE FRIDAY LUNCH FOR BOTH MEMBER AND GUEST ON SATURDAY AND SUNDAY.	ACTIVE MEMBERS PACKAGE PRICES INCLUDE ONE MEMBER AND ONE GUEST		RETIREE MEMBERS PACKAGE PRICES INCLUDE ONE MEMBER AND ONE GUEST		NON-MEMBERS PACKAGE PRICES INCLUDE ONE MEMBER, ONE GUEST & A ONE-YEAR MEMBERSHIP	
	BEFORE 6/26	AFTER 6/26	BEFORE 6/26	AFTER 6/26	BEFORE 6/26	AFTER 6/26
FULL CONFERENCE INCLUDES EVENING ACTIVITIES, PLUS FRIDAY, SATURDAY & SUNDAY LUNCH	<input type="checkbox"/> \$395	<input type="checkbox"/> \$415	<input type="checkbox"/> \$260	<input type="checkbox"/> \$280	<input type="checkbox"/> \$455	<input type="checkbox"/> \$475
FIRST TIMERS SPECIAL ENJOY A 15% DISCOUNT!	<input type="checkbox"/> \$336	<input type="checkbox"/> \$356	N/A	N/A	N/A	N/A
SAT, SUN, MONDAY PACKAGE INCLUDES ALL SAT & SUN EVE. ACTIVITIES PLUS SATURDAY AND SUNDAY LUNCH	<input type="checkbox"/> \$345	<input type="checkbox"/> \$365	<input type="checkbox"/> \$175	<input type="checkbox"/> \$195 INCL. SAT/SUN LUNCH FOR 2	<input type="checkbox"/> \$405	<input type="checkbox"/> \$425
ADDITIONAL GUEST INCLUDES ALL EVENING ACTIVITIES	<input type="checkbox"/> \$120	<input type="checkbox"/> \$140	<input type="checkbox"/> \$120	<input type="checkbox"/> \$140	<input type="checkbox"/> \$120	<input type="checkbox"/> \$140
CHILDREN 8 AND OVER FOR GRANDCHILDREN & OTHER FAMILY, USE THE GUEST REGISTRATION	<input type="checkbox"/> \$85	<input type="checkbox"/> \$105	<input type="checkbox"/> \$85	<input type="checkbox"/> \$105	<input type="checkbox"/> \$85	<input type="checkbox"/> \$105
CHILDREN UNDER 8 NO CHARGE, BUT PLEASE PROVIDE COUNT	<input type="checkbox"/> FREE	<input type="checkbox"/> FREE	<input type="checkbox"/> FREE	<input type="checkbox"/> FREE	<input type="checkbox"/> FREE	<input type="checkbox"/> FREE
RETIREES LUNCH (FOR RETIREES & SPOUSES) USE ONLY IF NOT REGISTERING FOR CONFERENCE	SPONSORED BY HORTON		<input type="checkbox"/> FREE	<input type="checkbox"/> FREE ADVANCED REGISTRATION REQUIRED	<input type="checkbox"/> N/A	<input type="checkbox"/> N/A
RETIREES LUNCH ADDITIONAL GUEST USE FOR ALL OTHER FAMILY MEMBERS			<input type="checkbox"/> \$27	<input type="checkbox"/> \$27 ADVANCED REGISTRATION REQUIRED	<input type="checkbox"/> N/A	<input type="checkbox"/> N/A

INDIVIDUAL TICKET OPTIONS

USE ONLY IF NOT PURCHASING A REGISTRATION PACKAGE

FRIDAY LUNCH \$27

FOR GUEST

SATURDAY LUNCH \$27

FOR GUEST

SATURDAY EVENING \$55

SUNDAY LUNCH \$27

FOR GUEST

PRESIDENT'S BANQUET \$60

(SUNDAY BANQUET)

ONE DAY WORKSHOPS

USE ONLY IF NOT PURCHASING A REGISTRATION PACKAGE

FRIDAY WORKSHOP \$75

INCLUDES LUNCH

SATURDAY WORKSHOP \$75

INCLUDES LUNCH

SUNDAY WORKSHOP \$90

INCLUDES LUNCH

MONDAY WORKSHOP \$40

\$

TOTAL AMOUNT ENCLOSED

USE THE SEPARATE REGISTRATION FORMS FOR OFESF COURSES

I AM ATTENDING THE CONFERENCE FOR THE FIRST TIME

I HAVE ATTENDED THE CONFERENCE BEFORE

YOUR NAME

TITLE

FIRE DEPARTMENT

EMAIL

DAYTIME PHONE

FAX

ADDRESS

CITY

STATE

ZIP

SPOUSE/GUEST

SPOUSE/GUEST EMAIL ADDRESS

COUNTY

ADDITIONAL GUESTS (NAMES & AGES)

PLEASE CHARGE MY CREDIT CARD IN THE AMOUNT OF:

ENCLOSED IS MY CHECK FOR:



Ohio Fire Chiefs' Association Golf Outing

Thursday, July 16th, 2015

Golf Club of Dublin
5805 Eiterman Road
Dublin, OH 43016

Cost per person is \$75.00
and includes golf, cart and lunch.
Tee time is 9:00 a.m. shotgun start.

Corporate Hole Sponsorships are available for \$125.

Names and fees must be returned
no later than July 10, 2015.

Make checks payable to Central Ohio Fire Chiefs

Golf Foursome

1. _____
2. _____
3. _____
4. _____

Team Contact: _____

Address: _____

City/State/Zip: _____

Phone: _____

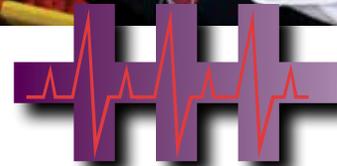
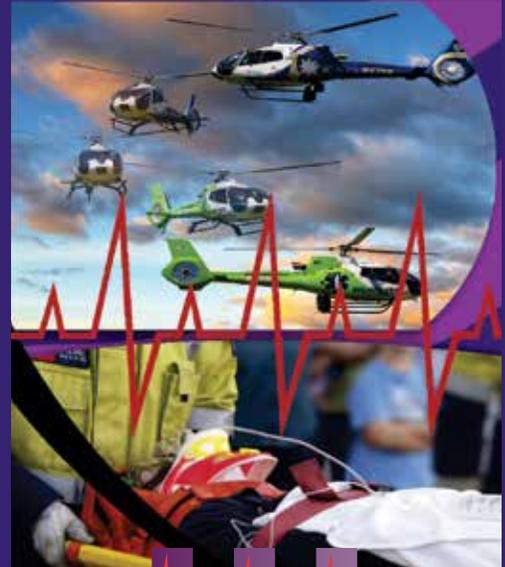
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bgates@newconcord-oh.gov

At-Large Director

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Greenville Fire Department
100 Public Square; Municipal
Building
Greenville, OH 45331
937/548.3040
mwolf@cityofgreenville.org

New Members

Chief	Doug Ayers	St. Marys Fire Department
Assistant Chief	Thomas Bentley	Wayne Vol Fire Department
Lieutenant	Chris Cline	Celina Fire Department
Chief	William Drown	Vanlue Fire Department
Chief	Keith Ernsberger	Big Walnut Joint Fire District
Chief	John Houtz	Wayne Vol Fire Department
Chief	Kevin Hubbard	North Kingsville Vol. Fd
Fire Chief	James T. Hughes	Westlake Fire Department
	Mr. R.J. Klisiewicz	Auctions International
Lieutenant	Clayton B. Kovats	Westlake Fire Department
Chief	Mike Lasky, Ofc	Brooklyn Hgts. Fire Department
Assistant Chief	Gregory Mortus	Westlake Fire Department
Chief	Thomas Nemetz	Garfield Heights Fire Department
Chief	Brian Pearson	Versailles Fire Department
Chief	Ryan Pelletier	Wellston Fire Department
Deputy Chief	Derek Robinson	Westerville Division Of Fire
Assistant Chief	David Shook	Grand River Fire Department
Chief	Chris Smith	Canton Twp Fire Department
Lieutenant	Chad Willrath	Celina Fire Department

Retired Members

Chief	Chris Boehringer	Troy Fire Department
1st Assistant Chief	James Clark	Wellington Fire District
Chief	Crystal Dickerson	Jefferson Township Fire Dept (Franklin)
Captain	Jerry Fioretti	Highland Hills Fire Department
Chief	Christopher Flynn	Rocky River Fire Department
Chief	Thomas Lonyo	Findlay Fire Department
Chief	Richard Monto, OFE	Maumee Fire Department
Chief	Donald Newman	Deer Park-Silverton Joint Fire District
Chief	Timothy Tener	Circleville Fire Department

Deceased

Assistant Chief	Byron Bombay	Seville-Guilford Fire & EMS
Retired Chief	Mike Gibbons	Upper Arlington Division of Fire
Retired Assistant Chief	William Flanagan	Oregon Fire & Rescue
Retired Chief	Phil King	Chardon Volunteer Fire Department
Retired Chief	Charles McGrath	Springfield Division of Fire B6

Ask the Old Man



Hey Old Man:

Several years ago (day before yesterday, in Old Man's years) during the FDIC, I heard you outline half-dozen impolite rules for new Chiefs. I was a training captain then; now I'm the new Chief at _____ Township FD. Anyway, I remember at the time thinking your "rules" made good sense, but I have since forgotten the specifics. Can you recall them for us?

Thanks.
Chief J. W.

Aw, Chiefy, you know if it's impolite, I'll remember. Though I may have to dance around my impending Alzheimer's to get to it. Anyway, try these:

Keep your big mouth shut! Don't confide your speculations, guesses, and worries to your co-workers. They don't know you, but they will take everything the new boss says as gospel, for good or for ill. So prudence, prudence... And remember: emails are forever!

Manage down. Spend time in the stations; court your company officers. Reputations often rise or fall on personal interactions. Be polite; have kind words for your employees; greet them by name and by smile. I know you "hafta" suck up to his "hizzoner" the mayor, but you'll lose your firefighters if you don't court them as well.

You're always on the clock. Your subordinates will read every little sign for insecurity, displeasure, impatience, and disapproval. Leadership is an all-day, everyday job. A US senator told me that, so I know it's true. And I could tell, since he spent 24 hours each day avoiding leadership, that he was right.

Listen up, Dummy! Eat lunch with a company regularly; in between meetings, run over and have coffee with the crew. And pay attention to what they say. They'll tell you it's just firehouse BS, but don't believe it. Everything they say is meant for the Chief's ears. Hear them.

Don't play the wise guy! What you intend as funny, ironic, or witty often gets interpreted as something else. Save your rapier wit for your wife or your dog; they'll appreciate it more. Well, maybe Fido will...

Your vision is you. Keep your strategy simple; keep it consistent; repeat it often (frequently in different words), especially to the fire station crews.

Don't complain; don't explain. You're the Chief, so you take the blame when things go wrong. Don't blame the mayor or the lieutenant on Engine 2. And never appear defensive, trying to explain away a screw-up. Focus on what we're doing to improve performance; don't wallow in the whys of mistakes, at least not in public.

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