

September 2010 Newsletter

Advocate Outreach Program Overview

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16 Life Safety Initiatives - Is Your Fire Department Trained?

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A Look at Initiative #9

The fire service has changed radically over the last 30 years and continues to do so at a rapid pace...but why? We've done a great job over those years, so why do we have to keep changing things? Well, the fact is that nationally the number of fires and the amount of damage caused by those fires has continued to increase. This can be expected as a consequence of national growth, however, the true reason for change? It's all about the heartbeat. It's all about the lives of the citizens we serve as well as our own.

Surviving Your Career

A couple months ago I attended a class entitled "Surviving Your Career" at the St. Marys, Georgia Fire Department and learned that "Taking Care of Our Own" is even more important than I thought. The information was presented by Kurtis R Wilson, Captain on the Jacksonville, Florida Hazardous Materials Team. Captain Wilson relayed shocking details of numerous Jacksonville firefighters being diagnosed with cancer, battling cancer, or who had already passed away from cancer or complications from it.

The Dangers of Wind-Driven Residential Fires

Somewhere in the country, a crew of firefighters will initiate a fast and aggressive interior attack at a residential structure fire only to be engulfed in a rapidly advancing and blinding wall of fire. As a result, the crew will instantly become disoriented and some will not be able to evacuate the structure. Risk management often used by firefighters during interior structural firefighting operations involves the act of avoiding the anticipated danger within the structure.

National Fallen Firefighters Foundation and Vision 20-20 Would Like Your Help - Take a Community Risk Reduction Program Survey

The National Fallen Firefighters Foundation, in partnership with Vision 20-20, is studying the profile of Community Risk Reduction (CRR) programs across the country. Community Risk Reduction incorporates both fire prevention activities and public education outreach; it is a more encompassing term that incorporates all the tools and activities a fire department uses to protect its community and its firefighters from harm. We are undertaking this project to more fully understand how Firefighter Initiatives 14 and 15 are being included in fire department strategic decisions-or not.

» **Take the Survey:** [Community Risk Reduction Program Survey](#)



Spotlighting one of the 16 Firefighter Life Safety Initiatives each month

Initiative #10 - Grant programs should support the implementation of safe practices and/or mandate safe practices as an eligibility requirement.

» **FireGrantSupport.com:** [Assistance to Firefighters Grant \(AFG\)](#), [Staffing for Adequate Fire and Emergency Response Grants \(SAFER\)](#), and [Fire Prevention and Safety Grants \(FP&S\)](#)

» USFA: [NETC Learning Resource Center](#)

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



[Watch the 2010 National Fallen Firefighters Memorial Weekend Live](#)

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

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State advocates and interested firefighters are asked to identify the fulltime/career, combination, and volunteer departments within your state where we should provide an outreach session. Departments that may be hard to reach or departments that are not active in regional activities are the prime target.

The AOP session takes about one hour to complete, and all members of the department are asked to participate. The process starts by contacting the department to be interviewed and scheduling the meeting. The interview is conducted; data collected (from prepared forms) and then the interview results are submitted online. A small stipend is paid to the interviewer (\$150). Individuals interested in conducting interviews, or departments wanting to be interviewed should contact your Everyone Goes Home® State Advocate or Project Coordinator Michael Petroff michaelpetroff@sbcglobal.net with the subject "AOP request."

16 Life Safety Initiatives - Is Your Fire Department Trained?

Jena Noah
MN Fire Chief Magazine

A routine call, but this time tragedy strikes and a firefighter is killed in the line of duty. It happened 90 times in the United States in 2009 and already 52 times in 2010, according to the most recent statistics provided by the United States Fire Administration.

Fire officials from throughout the United States - including those from Minnesota - know those numbers are not acceptable, that too much pain, grief and loss are felt by surviving parents, spouses, children, and brother and sister firefighters throughout this country.

In an effort to put a stop to these unforgiveable statistics, the National Fallen Firefighters Foundation sponsored the Firefighter Life Safety Summit in March 2004 to address the need for change in the fire and emergency services. The result was the creation of the Everyone Goes Home® campaign and the 16 Life Safety Initiatives.

With these important Life Safety Initiatives in hand, Minnesota's Crawford Wiestling, Greg Hayes and Tim Zehnder hope to turn Minnesota into a national leader in the implementation of this important program.

"The biggest challenge is to change the culture in the fire department," Crawford Wiestling said. "Change is the first Life Safety Initiative we teach. We have to look at the risk versus the benefit and change the culture of the fire service through leadership management, supervision, accountability, and personal responsibility. Change is hard but as times change, so must everything else."

With funding assistance provided by the Department of Homeland Security's Assistance to Firefighters Grant and the generosity of Fireman's Fund Insurance Company, the goal throughout the United States is to reduce the line-of-duty deaths and injuries. That goal is no different in Minnesota, but it can only happen if it gets in the hands of the firefighters, and these three men have set an aggressive goal of reaching every firefighter in the 791 fire stations in Minnesota. In just over a year, 1100 firefighters have received the 16 Life Safety Initiative training.

"We have made some ground, but know we have a lot of firefighters yet to reach," said Greg Hayes, one of the three instructors "It is humbling to know that we as instructors and those firefighters in attendance are collaborating with firefighters from around Minnesota sharing this heroic effort of implementing these Life Safety Initiatives to reduce firefighter deaths and accidents."

In order to help get their message to Minnesota firefighters, they have enlisted the assistance of the Minnesota State Fire Marshal's office, and presented the Life Safety Initiative program to the Fire Marshal investigators at their annual conference held July 26-27 in St. Cloud. These Fire Marshal investigators have now become ambassadors of the program.

"As part of our commitment to serving and supporting the Minnesota fire service, our Fire Investigation Team is now available to provide advice and information about this important national program," stated Minnesota State Fire Marshal Jerry Rosendahl. "Each investigator was given a packet of informational literature to hand out when on scene to promote the 16 Life Safety Initiatives, and also to make departments aware of this training opportunity."

The national goal of the 16 Life Safety Initiative program is for it to become part of the curriculum and training to all new fire fighters throughout the United States, including in Minnesota. Until that happens, the State Fire Marshal's Office will be taking the lead in getting the information out to chiefs and fire officials making them aware the training program is available.



Pictured above: Greg Hayes, Steve Kellen, Mark Germain, John Steinbach, Andrea Wenzlaff, Bruce McLaughlin, Denise DeMars, Kevin Mahle, Steve Wolf, Ron Rahman, Casey Stotts, Crawford Wiestling and Rick Kleis.



Crawford Wiestling and Greg Hayes answer questions from the Deputy State Fire Marshals.

"The program quite simply is critical for every firefighter's safety," State Fire Marshal Rosendahl said as to why his department is assisting getting the message out.

By teaming up with the State Fire Marshal's office, Hayes and Wiestling know they are going to be busy in the coming months. But after being involved in five line-of-duty deaths as a member of a fire department on the east coast, Wiestling is dedicated to getting the program to firefighters so they don't have the same experience and to assure that "Everyone Goes Home" after the call.

"We have blinders on and all we see is the need to get the water on the fire," he said. "But it is the need to take the common sense approach when the adrenaline takes over and remember to use safe practices." "I want firefighters to think, just stop and think when they are out on a call and slow down," added Hayes. "Your life may depend on it."

From those firefighters who have already had the chance to see the 16 Life Safety Initiatives presentation, the training comes highly recommended.

"The presentation was extremely well received by our entire department," said Stephen Baker, training officer with the Golden Valley Fire Department. "It was an eye-opening presentation to not only the newer firefighters but to the seasoned veterans as well. I would strongly recommend that every firefighter take the opportunity to see the presentation. It will make you think."

Eden Prairie Fire Chief George Esbensen agreed, as Hayes and Wiestling presented the 16 Life Safety Initiatives to his fire department earlier this year.

"We are in an inherently dangerous business and how we perform will depend in a large part on how we train and how we behave on each and every call," Chief Esbensen said.

The 16 Life Safety Initiatives will be presented both Thursday and Friday at the annual conference of the Minnesota Fire Chiefs October 21-23 in Rochester. To schedule this training, contact Greg Hayes 612-501-9914, Crawford Wiestling 612-867-7993 or Tim Zehnder 507-389-7329.

A Look at Initiative #9

Chief Marc A. Muench
Everyone Goes Home® State Advocate

Initiative #9 - Thoroughly Investigate All Firefighter Fatalities, Injuries and Near Misses.

The fire service has changed radically over the last 30 years and continues to do so at a rapid pace...but why? We've done a great job over those years, so why do we have to keep changing things? Well, the fact is that nationally the number of fires and the amount of damage caused by those fires has continued to increase. This can be expected as a consequence of national growth, however, the true reason for change? It's all about the heartbeat. It's all about the lives of the citizens we serve as well as our own. During the last three years of the 1970's an average of 5700 civilian fire deaths per year were recorded compared to just 2700 per year from 2006-2009. This is a decrease of over 50% and is a truly remarkable statistic. Firefighter deaths have also dropped from an average of 159 per year during that same time period, to around 100 for a drop in over 30%. So how was this accomplished? One word...CHANGE.

By following the recommendations of Initiative #9, which asks us to investigate fatalities, injuries and near-misses, we are able to gather information in regards to injuries and deaths that could lead to changes in what we do and how we do it. These changes could very well continue the current trends of reduction in the number of firefighter deaths and injuries. Very simply put, 30 years ago the statistics in regards to firefighter deaths would read, 156 firefighters died in the line of duty in 1977. This doesn't tell us a lot. Today, these same statistics are broken into categories and sub-categories where we can pretty much put together the exact cause and reason of a firefighter line-of-duty death. Out of these statistics have come hundreds of changes to apparatus, equipment, fire codes, NFPA standards and department policies and procedures that have saved hundreds of firefighters lives. One example: During the 1960's a large number of firefighters were killed by collapse. A change in tactics has dictated that firefighters stay out of unstable structures and the establishment of collapse zones around building. This change came about by studying how firefighters were dying and making changes to prevent others from suffering the same fate.

The only way that we can continue to predict injuries and deaths is to look at historic data including the information that we gather on a daily basis. Unfortunately, many times we are learning from the mistakes of others but the important thing is that we get this information out so that others do not die from the same mistakes. Investigating deaths, injuries and near-misses and then sharing your findings with other firefighters, departments and fire service organizations will help assure that we avoid making the same mistake twice and help assure that each of us, "keeps going home, after each run and after each shift."

Surviving Your Career

Fire Chief Freddy Howell, Kings Bay, GA
Everyone Goes Home® State Advocate

A couple months ago I attended a class entitled "Surviving Your Career" at the St. Marys, Georgia Fire Department and learned that "Taking Care of Our Own" is even more important than I thought. The information was presented by Kurtis R Wilson, Captain on the Jacksonville, Florida Hazardous Materials Team. Captain Wilson relayed shocking details of numerous Jacksonville firefighters being diagnosed with cancer, battling cancer, or who had already passed away from cancer or complications from it. A majority of information showed the comparison of firefighters being present at specific fires together. These were veteran firefighters who had risen through the promotional process and were in ranking positions and looking forward to retirement, as many of us are today. However, instead of enjoying their last few years in a rewarding position or enjoying their retirement, they are battling a life-threatening disease.

Captain Wilson presented overwhelming evidence showing that we have been exposing our firefighters to significant dangers as they work in clean up teams (CUT). As you know, clean up involves salvage and overhaul. For years, a majority of firefighters and departments never wore SCBAs during this phase of the operations. What is more shocking is that we still have departments out there with firefighters not wearing SCBAs during this phase of the operations.

Captain Wilson pointed to the finding from the study performed by the Seattle Fire Department on cancer. Seattle Fire Department had more than a third of the firefighters hired before 1977 develop cancer of numerous types. I did a little research of my own and if you want to be more stunned, Google "firefighter cancer" and see all of the reports that document the same information from different sources. Lastly, to understand the impact, Google "firefighters dies of cancer" and see how many stories across the country are published in newspapers on a daily and weekly basis about local firefighters who have passed away from cancer.

Listen up officers: if your firefighters are not wearing SCBAs when taking part as a CUT, then they are being exposed to a highly toxic atmosphere which has been proven to produce cancer. Their chance of developing cancer as a result of this exposure is greatly increased. The sad fact is that it may be too late for many of us old timers to reverse what has been done, but it's a sure thing we can change the outcome of our present and future firefighters. It is time for you to develop a policy that will require the donning of SCBAs when operating in a CUT!

The International Association of Firefighters published in 2007 that more union firefighters died of cancer than from heart attacks or fire-related injuries combined. Nationally, there were 38 union firefighters who died last year from cancer, 16 from heart attacks and 10 from fire-related causes. So where is the data from 2008 and 2009? What will the statistics be for 2010? What are we doing to change those numbers? I have read that some states have included cancer in with the heart and lung law for firefighters but why hasn't every state?

To sum up, we need to all continue to support the 16 Life Safety Initiatives starting with Number 1! Advocate the need for a cultural change within the fire service relating to safety! Advocate for Cancer to be added to the Lung and Heart Law in every state and on a federal level. Support those suffering with cancer and never forget those who have passed. Finally, make everyone wear SCBAs working in CUT.

The Dangers of Wind-Driven Residential Fires

William R. Mora

Everyone Goes Home® Program Advocate
Courtesy of Firehouse.com

Somewhere in the country, a crew of firefighters will initiate a fast and aggressive interior attack at a residential structure fire only to be engulfed in a rapidly advancing and blinding wall of fire. As a result, the crew will instantly become disoriented and some will not be able to evacuate the structure. Risk management often used by firefighters during interior structural firefighting operations involves the act of avoiding the anticipated danger within the structure. Another method to manage risk on the fireground consists of using a "risk-benefit analysis." Conversely, a risk-benefit analysis makes the assumption that the risk is known. However, a safety problem identified concerns the fact that in several fatal wind driven fire cases examined, firefighters either overlooked or were totally unaware of the extreme danger associated with the wind speed and direction in relation to the position of the fire. The oversight of this key fireground factor during the initial size up was a contributing factor that ultimately and unfortunately lead to unfavorable outcomes. However, with appropriate planning, training, and tactical adjustment, extremely dangerous wind driven fires can be recognized so that firefighter fatalities may be prevented. The following photos and captions describe one case study of a wind-driven residential fire encountered by San Antonio firefighters in March of 2009.



Firefighter Jason Barnett, San Antonio Fire Dept. As 12-15 mph winds which gusted to 24 mph, pressurized a vented fire on the Charlie side, San Antonio, TX firefighters were engulfed by a rapidly spreading, wind driven wall of fire after advancing an 1 3/4 inch handline through the front door at this 2-story residence. Although firefighters were temporarily disoriented by the fire, they all made a narrow escape. Occupants managed to safely exit the structure prior to firefighter arrival.

The Need to Consider the Wind

According to Dan Madrzykowski of the National Institute of Standards and Technology, NIST, the Fire Fighting Technology Group, FFTG, a branch of NIST, completed a 7- year study on Positive Pressure Ventilation. As part of the study, the FFTG also conducted eight experiments to examine the impact of wind on fire spread through a multi-room structure involving a high rise building. Tests conducted determined that an external wind speed of as low as 10 mph could cause a vented room fire within a structure to quickly spread from an apartment unit to a vent point, represented by a stairwell doorway. The spreading fire had floor- to-ceiling and wall- to-wall fire involvement with blow torch characteristics. In addition, temperatures within the flow path of fire measured in excess of 1,112 degrees Fahrenheit. These excessive temperatures were determined to be too high for even fully protected firefighters to survive. One aspect of these findings which should be of special concern to all firefighters is that although these results were determined during simulated high rise apartment fire conditions, the effects of a 10 mph wind can have similar fire results even in residential structure fires; the types of structure fires Firefighters respond to most often.



Firefighter James Campbell, San Antonio Fire Dept. A 360 degree walk around revealed fire venting out of the first floor windows on the Charlie side.

In order to effectively manage the risk or the potential danger, it is a fundamental necessity for firefighters to be made aware of the danger so that it can be properly managed. It is currently accepted practice for firefighters arriving at the scene of structure fires to consider the associated fireground factors and when appropriate to initiate a fast and aggressive interior

attack from the unburned side. When the occupancy is residential, having a potential life safety hazard, an offensive strategy is viewed as the acceptable practice. In general, during an interior attack from the unburned side, fire and smoke is pushed away from uninvolved portions of the structure by advancing firefighters, thereby providing a means for occupants to exit the structure. However, during seemingly "normal" appearing wind driven residential structure fires, the firefighters were unaware or did not recognize the potential danger associated with the prevailing wind speed and direction in relation to the position of the fire. In many cases, it ended in defensive operations and in the tragic loss of firefighters when offensive strategies were initially used. If firefighters are unaware of the danger:

1. There will be no Situational Awareness.
2. No one will have a reason to speak up and utilize Crew Resource Management
3. Firefighters will not have the information needed to calculate the risk as advocated by the Rules of Engagement
4. An accurate Risk-Benefit Analysis cannot be made.

The Wind Factors

During the course of any structure fire, the wind may influence interior conditions and firefighter safety. The wind may:

1. Not be a factor
2. Help Firefighters during the interior attack
3. Injure or kill Firefighters during the interior attack

Since there is always a possibility that the wind may cause life threatening conditions, without exception, every firefighter must be aware of and must consider the wind hazard on each occasion they respond to a structure fire.

Wind Not a Factor

During working structure fires managed by firefighters on a national basis, and when relatively safe, firefighters will conduct an offensive strategy. During many of these particular fires, however, the wind was not a factor. The wind speed may have been light or calm or may have been blowing in a direction which did not act to adversely move the fire within the structure during the incident.

Wind Helps Firefighters

During other structure fires and whether observed or unobserved by firefighters working at the scene, the prevailing wind was actually pressurizing the structure on the alpha side, the same side the front door was located and which firefighters used to enter and quickly advance into the structure. During these fires, the wind speed and direction, which was at the backs of advancing Firefighters, actually helped the firefighters by pressurizing the alpha side of the structure as well as pushing the smoke and heat in a forward direction and away from advancing firefighters. The wind provided the additional benefit of venting the smoke and heat out of the building through openings on the Bravo, Charlie or Delta side of the structure. The wind also served to cool the interior, reducing the onset of flashover as well as



Firefighter Jason Barnett, San Antonio Fire Dept.
During the incident, fire quickly spread from the first floor on the Charlie side, up to the second floor and into and across the attic space. The wind driven fire then burned through the roof on the Alpha side of the home. A defensive attack was used to safely control this rapidly spreading fire.



Firefighter James Campbell, San Antonio Fire Dept.
On the Alpha side, the force of the wind pushed fire through the home and out of the window on the left and the front door located on the right. Although the front door served as the firefighters' point of entry, it unfortunately also acted as a dangerous vent point for the wind driven fire.



improving vis bility to facilitate the primary search.

Wind Injures Firefighters

During certain structure fires, conditions were right for the wind to rapidly push the fire into the structure. Although the point of origin can be on any side of the structure, when the origin of the fire was on the Charlie side of the structure, openings into the structure such as windows were vented allowing wind to enter and spread fire rapidly through the structure (from Charlie side to Alpha side) when a vent point on the Alpha side was created. During a pressurized Charlie side scenario, the vent point was usually the front door which was the arriving Firefighters point of entry.

The Wind Trap Phenomenon

In addition to oversight associated with hazards of the wind, another troubling aspect of a fire originating on the Charlie side under pressurized wind conditions has to do with a misinterpretation of the initial size up factors. In this scenario, smoke and or fire originating at the rear may be visible on the approach or over the roof line from the front of the structure. This condition at first glance will appear to be ideal to initiate a traditional fast and aggressive interior attack from the unburned side (Alpha side) while PPVs are set up at the front door to assist in forcing the smoke and heat forward to vent out the Charlie side of the structure. However, because the wind is pressurizing the Charlie side of the structure and the fire, in reality, when the front door is opened and firefighters advance to locate the fire and search for occupants, they will be met by a fast moving wall of fire having blow torch characteristics and untenable temperatures. Since the fire burning in the area of the Charlie side will follow the path of least resistance, a rapidly spreading flow path of fire and smoke will be established between the open windows on the pressurized Charlie side (the inlet) and the open door on the Alpha side (the vent point). It is also important to note that the use of PPVs at the point of entry will not be able to overcome the pressure created by the wind. Without a specific warning, an accurate initial size up, and predetermined strategy and tactics designed to avoid the danger, today's firefighters may easily become a part of a firefighter disorientation sequence from sudden exposure to an extremely dangerous wind driven structure fire.

5-Step Wind Driven Fire Action Plan

In order to avoid wind driven fires, firefighters may consider the following action plan based on hard lessons learned.

1. Firefighters must be trained to understand that a wind speed of only 10 mph or greater pressurizing vented fire on a side of a structure can cause sudden life threatening fire conditions on the interior.
2. As a warning and reminder to consider a wind driven fire condition with a 10 mph wind, dispatchers must transmit the wind speed and direction to responding companies at the time of dispatch. Command must also be notified of any forecasted change in the wind speed and direction and make tactical changes accordingly.
3. A 360 degree walk around should be conducted to determine if vented fire is being pressurized by the wind and on which side of the structure.
4. When a wind driven fire condition is encountered, the situation must be transmitted to all responding companies.
5. When possible and from the exterior, engine companies should quickly attack the fire on the pressurized side of the structure to knock down the main body of fire. When accomplished and if structurally sound, search and rescue crews may enter the structure through the extinguished side to conduct a primary search as other firefighters advance to check for fire extension.

Note: An exterior attack of vented fire on the pressurized side of a structure should be initiated during both rescue and non rescue scenarios, since as determined by NIST, advancing through an opening such as a door on the opposite side of the structure will create a vent point which will place firefighters and occupants in the dangerous flow path of fire.

Conclusion

When an unfavorable outcome occurs on the fireground, it may indicate a weakness in our method of operation.

NIOSH F2005-02

As winds of 14 mph gusting to 31 mph, pressurized the Charlie Side of this residence, Baytown, TX firefighters initiated an interior attack from the unburned side(Alpha Side). However, a rapidly spreading wind driven fire, caused the disorientation and line-of-duty Death of one firefighter as four other firefighters suffered injuries during the operation. No occupants were home at the time.



Courtesy of Fire Marshal, NIOSH F2009-07

As 13 mph winds which gusted to 24 mph pressurized the Bravo Side of this mobile home, a West Virginia officer and firefighter died after advancing a 1 1/2 inch handline through the front door at the top of the steps. On arrival, a nearby camper was involved in fire and burned through a window on the Bravo Side igniting the contents. Occupants had exited the structure prior to firefighter arrival.

This is true unfortunately as it applies to the hazards associated with wind driven structure fires. However, important lessons have been learned by the study of wind driven fires and the well documented experiences of firefighters who served before us and therefore change is needed. Wind driven structure fires are special hazards which will require an understanding of the risk and special wind driven fire tactics which are summarized here. Preventing exposure to the hazards of a wind driven fire, of 10 mph or greater, can be accomplished in part by obtaining reports from dispatchers of the wind speed and direction, by controlling the vent points such as windows and doors and ensuring they are kept closed; not allowing a vent point to be created. Finally, by quickly attacking the vented fire on the exterior of the pressurized side of the structure, and not from the unburned side, the risk associated with wind driven fires may be reduced and may very well prevent the fatality of firefighters.

Special thanks to Mr. Daniel Madrzkowski and Stephen Kerber of the National Institute of Standards and Technology, NIST and to the National Institute for Occupational Safety and Health Fire Fighter Fatality Investigation and Prevention Program, NIOSH.

This article implements Everyone Goes Home® Program, Life Safety Initiative 3, Incorporating risk management with incident management at all levels including strategic, tactical and planning responsibilities.

Related Links:

- [NIOSH F2005-02: Baytown, TX](#)
- [NIOSH F2009-07: West Virginia](#)
- [Not for a Piece of Property](#)
- [When Primary Searches Kill](#)
- [Extremely Dangerous Large Enclosed Structure Fires](#)
- [United States Firefighter Disorientation Study 1979-2001](#)
- [16 Firefighter Life Safety Initiatives](#)

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Please take some time to look over the survey and then answer thoughtfully, honestly, and fully. If you like, copy the document into a word processing program and then transfer your answers back to the survey as there is no way to stop in the middle, save, and then go back to the on-line document. This survey was developed by a team of demonstration departments who have made a commitment to strategic Community Risk Reduction over many years.

If you would like to spotlight your department or any of its CRR projects, please send a brief description to [Dr. JoEllen Kelly](#) at the Everyone Goes Home® program. We are looking for departments and programs to add to our collection of best practices. Very shortly, these will be made available for every department to look at (and borrow) on our EveryoneGoesHome.com website.

If you have any questions, please contact [Dr. JoEllen Kelly](#).

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