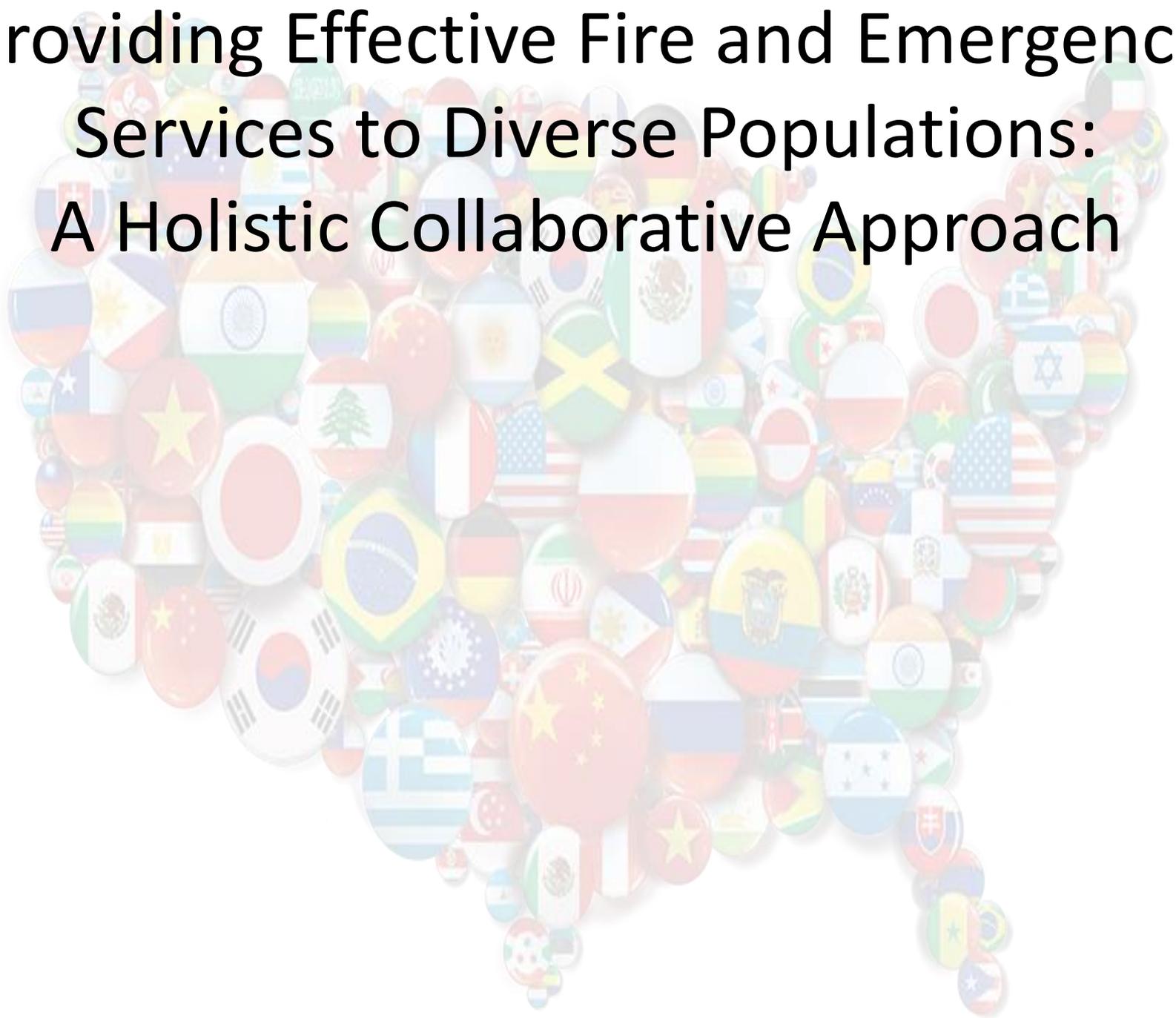


Providing Effective Fire and Emergency Services to Diverse Populations: A Holistic Collaborative Approach





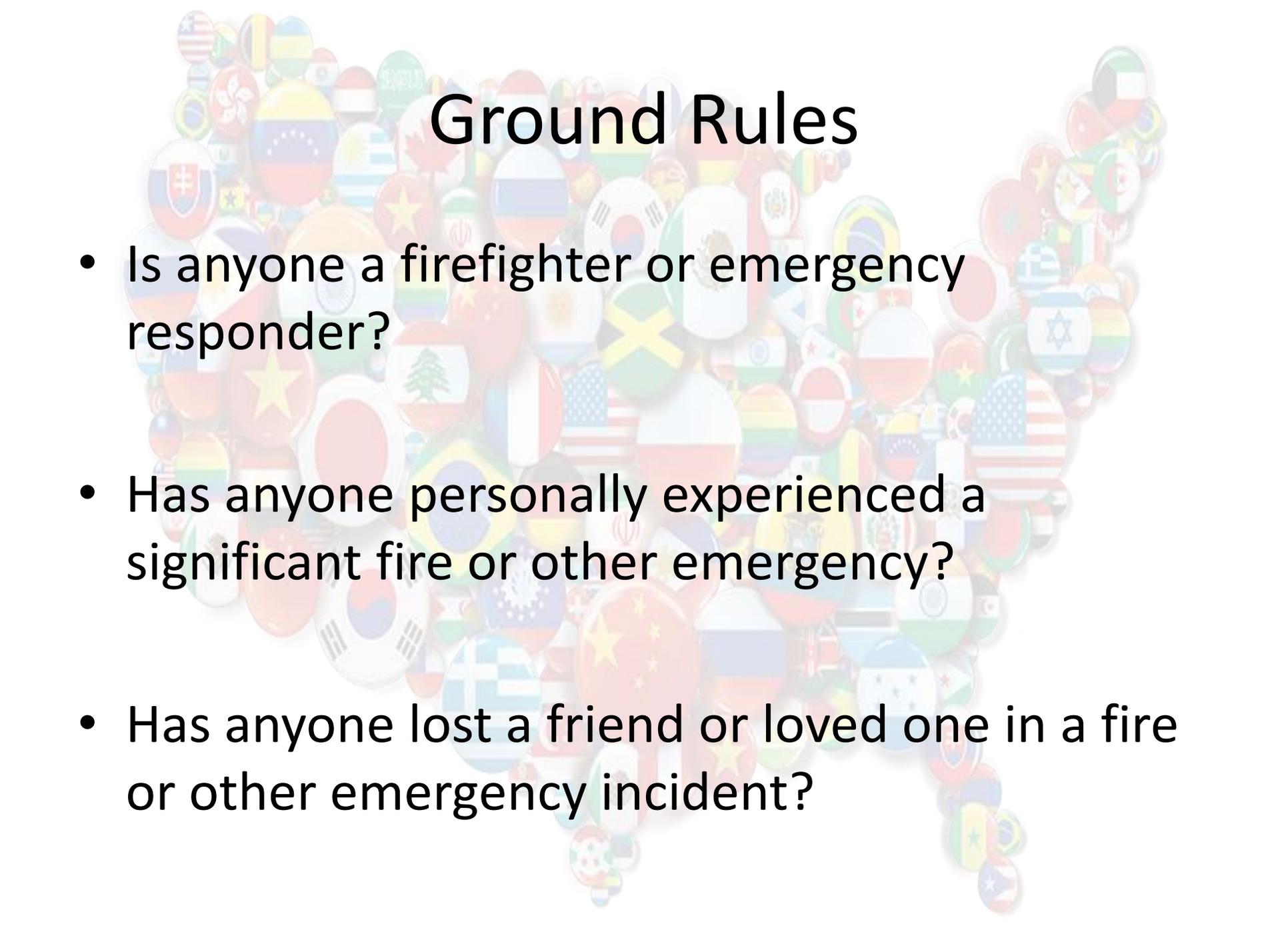
Michael Allora

- Deputy Fire Chief, Clifton, NJ
- Master of Administrative Science, FDU
- Executive Fire Officer, NFA



Michael Allora

- Crisis Intervention Team Task Force, PCMH
- Behavioral Health Advisory Board, St. Mary's
- NJSNCC



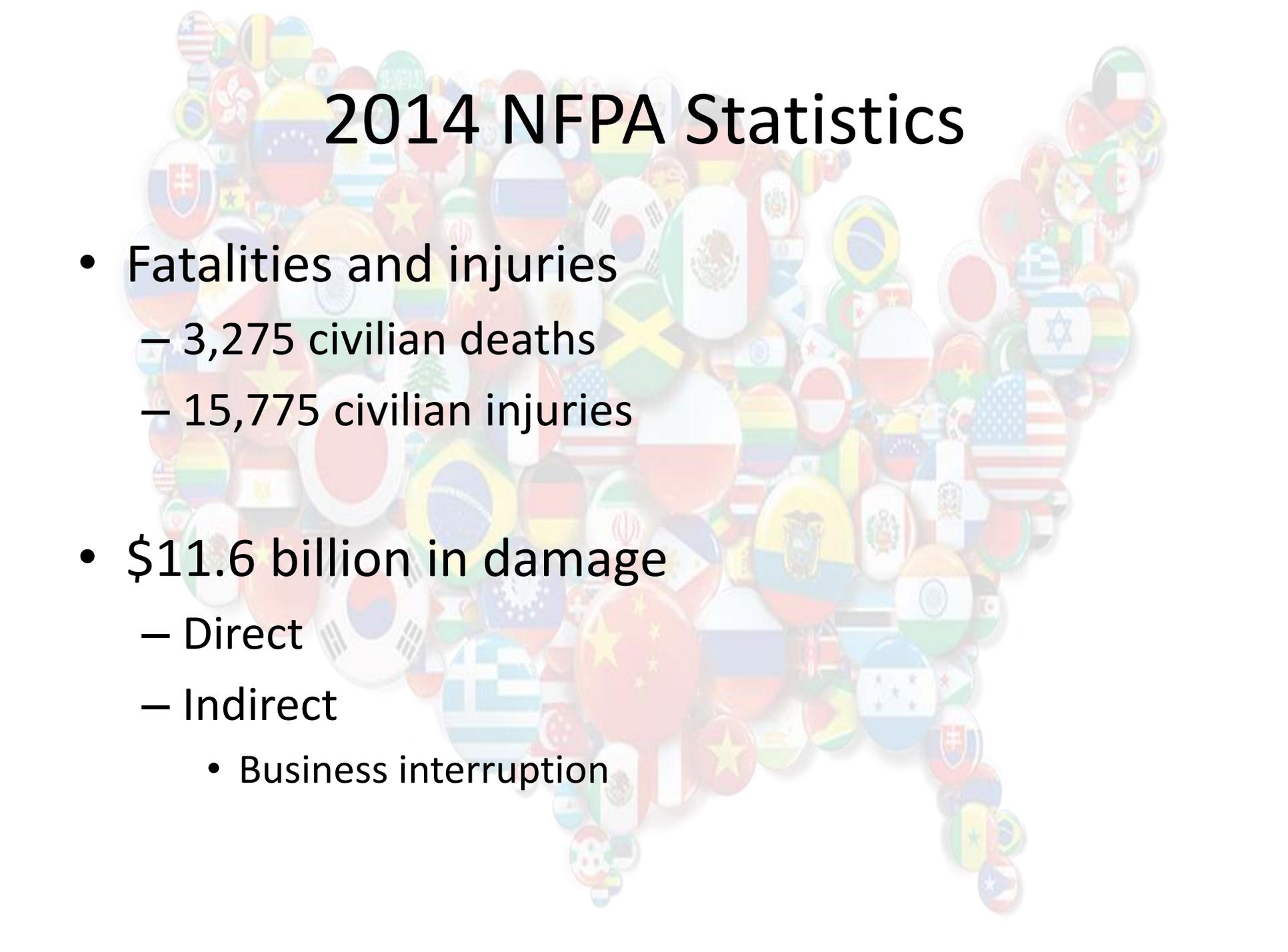
Ground Rules

- Is anyone a firefighter or emergency responder?
- Has anyone personally experienced a significant fire or other emergency?
- Has anyone lost a friend or loved one in a fire or other emergency incident?



2014 NFPA Statistics

- Home fires
 - 1,298,000 fires reported
 - Responded to a fire every 24 seconds
 - 494,000 structure fires
 - 1,353 structure fires a day
 - Structure fire reported every 64 seconds
- Leading cause
 - Cooking fires



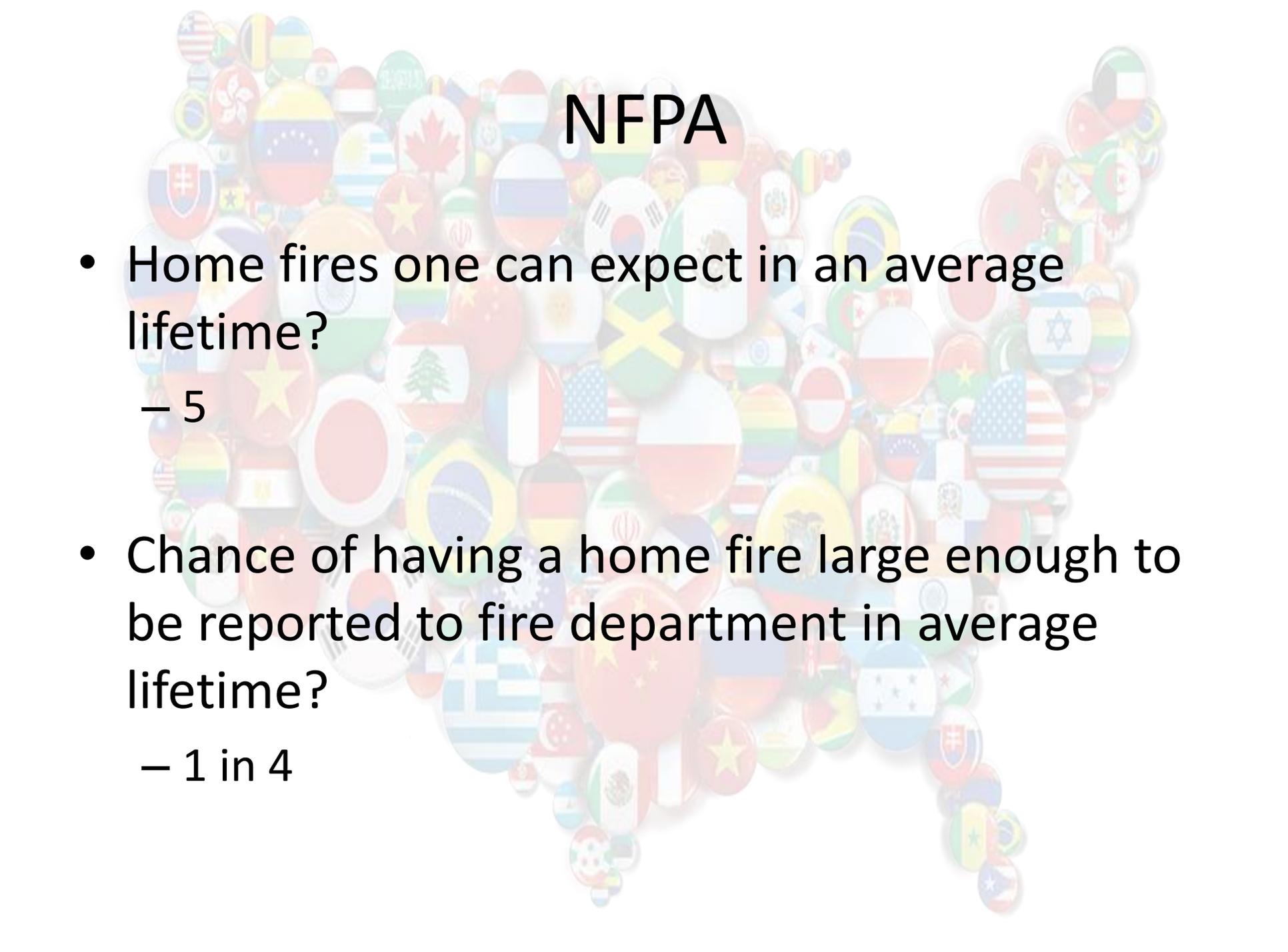
2014 NFPA Statistics

- Fatalities and injuries
 - 3,275 civilian deaths
 - 15,775 civilian injuries
- \$11.6 billion in damage
 - Direct
 - Indirect
 - Business interruption



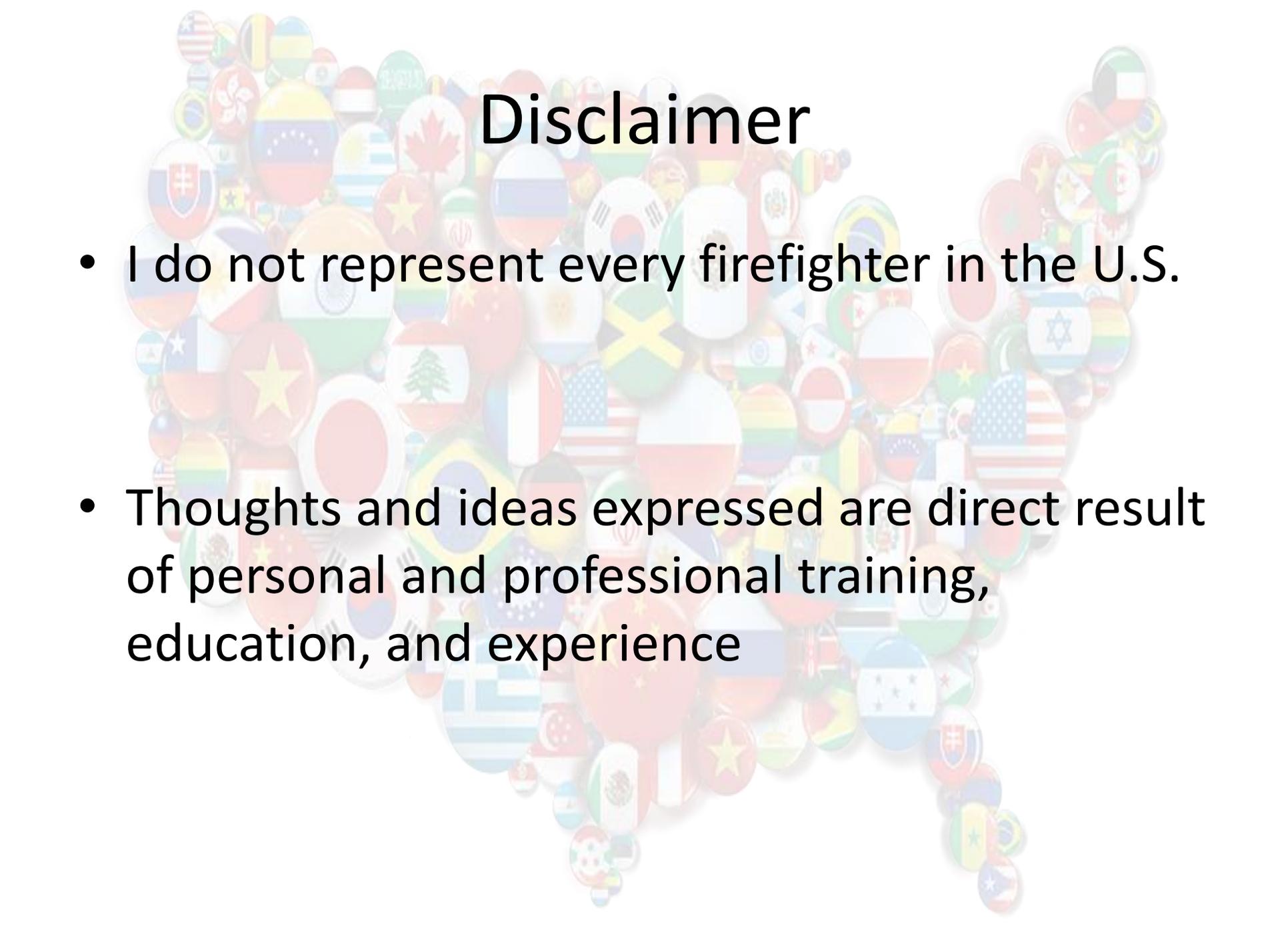
2011 NFPA Statistics

- Total cost of fire
 - \$329 billion
 - 2.1% of U.S. gross domestic product (GDP)



NFPA

- Home fires one can expect in an average lifetime?
 - 5
- Chance of having a home fire large enough to be reported to fire department in average lifetime?
 - 1 in 4



Disclaimer

- I do not represent every firefighter in the U.S.
- Thoughts and ideas expressed are direct result of personal and professional training, education, and experience

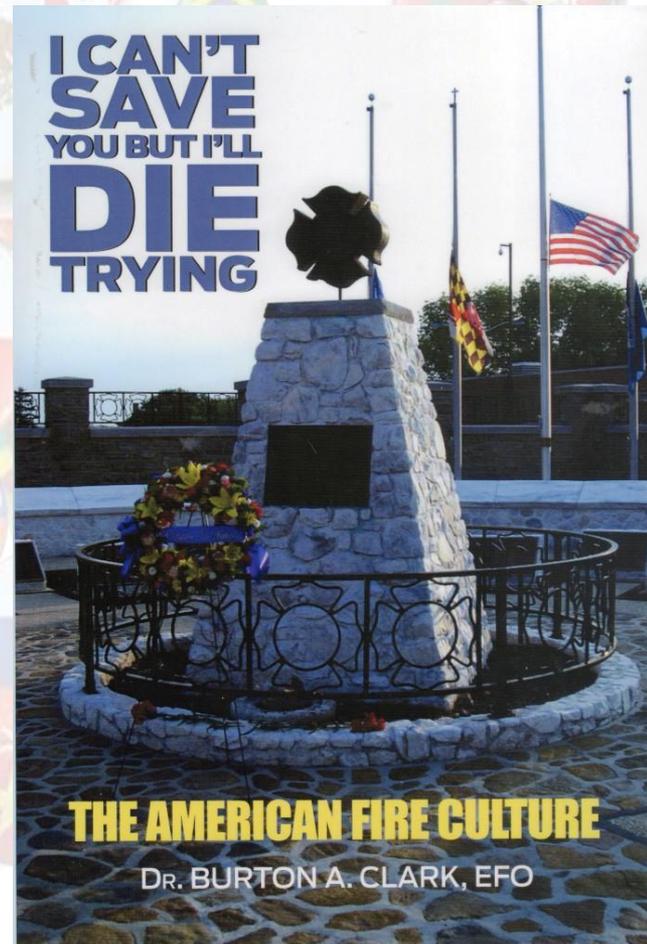
Firefighter Culture

- Fight fire, rescue occupants
- Adrenaline, heroism
- Television, movies
- Fire prevention, risk reduction lower priority
- 80% call volume EMS



Firefighter Culture

- Training supports culture
- Salvage lost due to staffing
- After the fire, victims/survivors, someone else's job



History – Gangs of New York





Mindset of a Fire Survivor

October 21, 2015



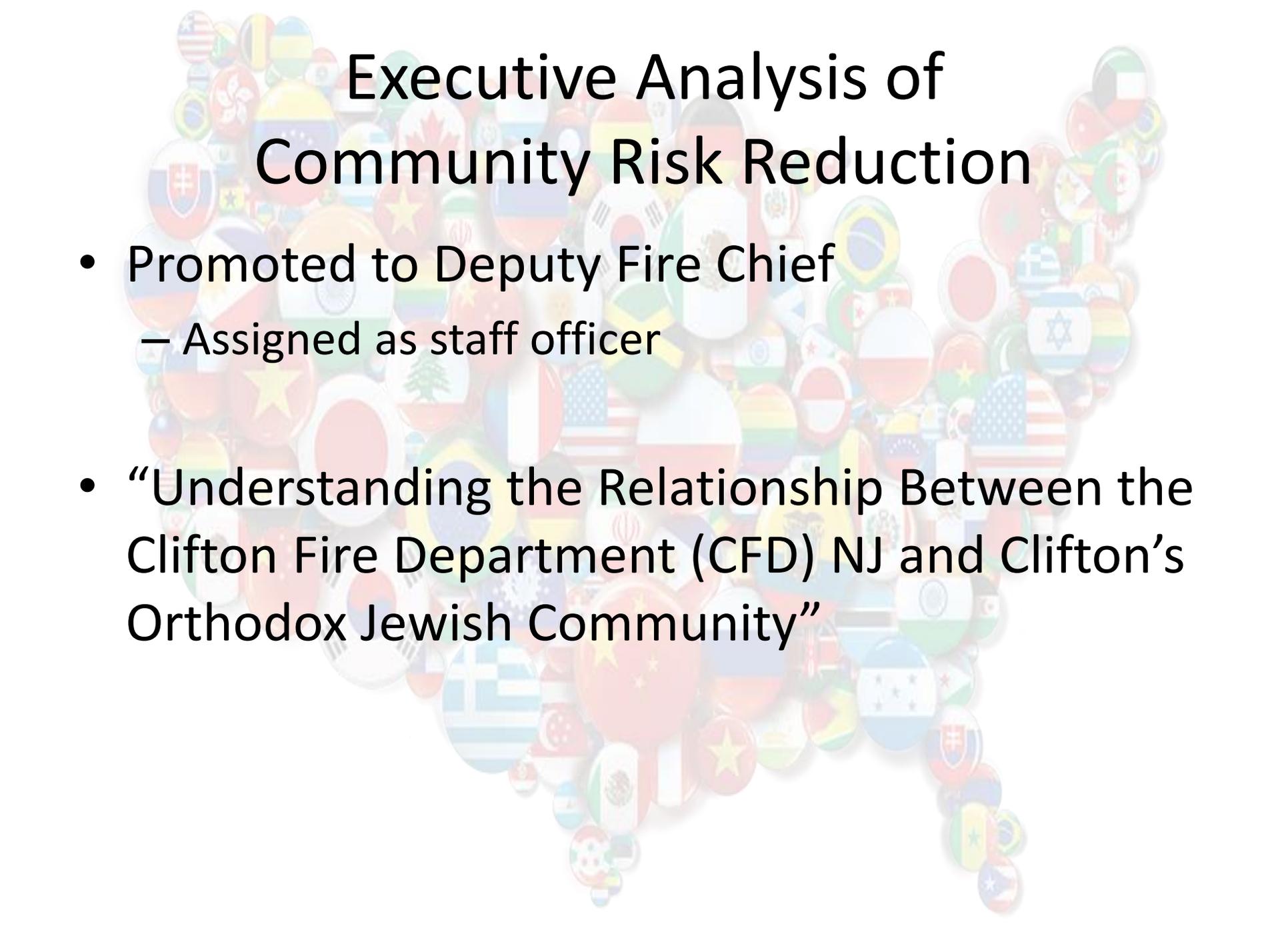
Executive Fire Officer Program





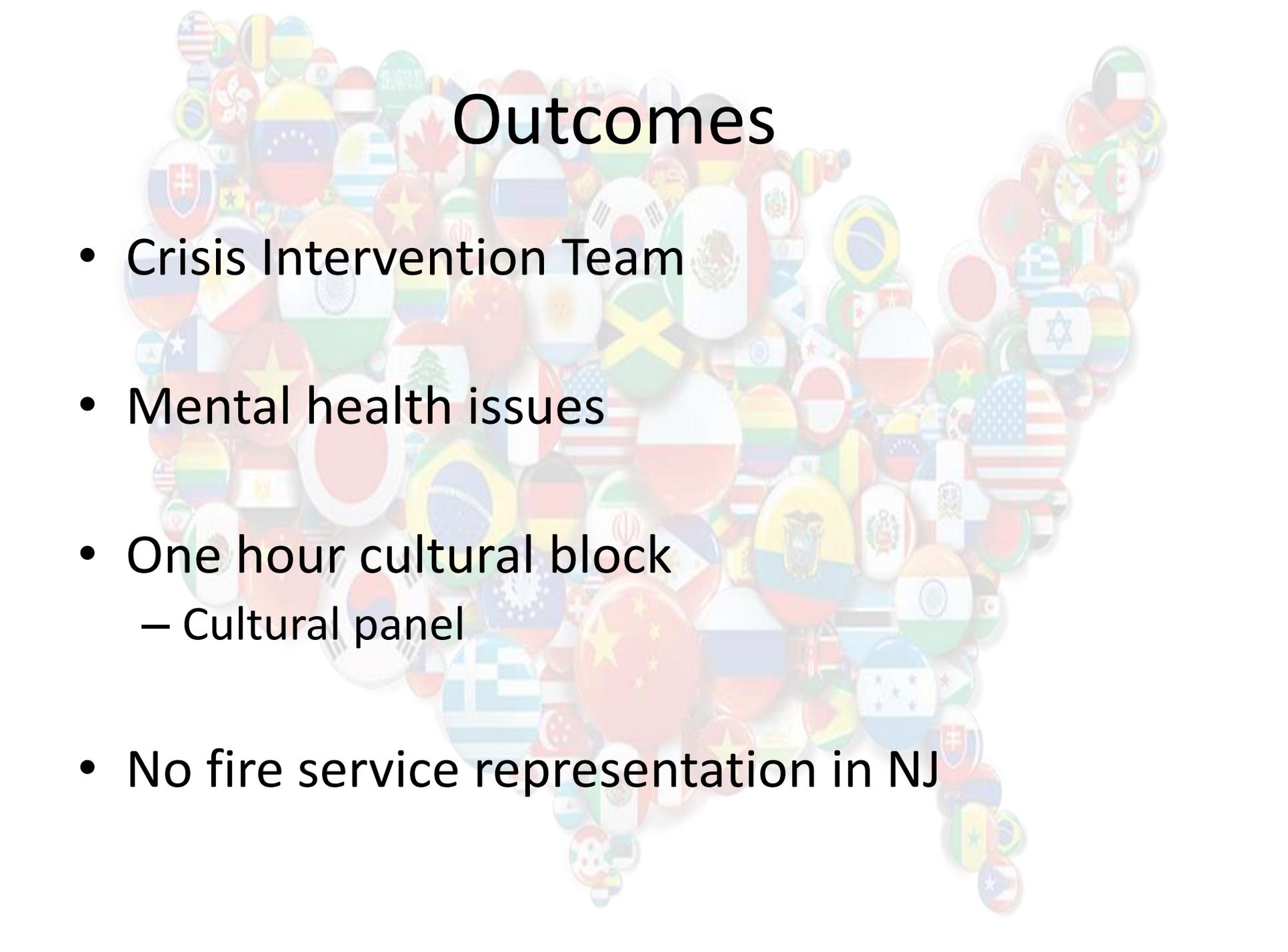
Executive Development

- Introduction to:
 - Applied research
 - Leadership development
 - Technical vs. adaptive challenges
 - Collaboration
 - Like-minded fire service leaders
- “Key Leaders”, Fire Captain



Executive Analysis of Community Risk Reduction

- Promoted to Deputy Fire Chief
 - Assigned as staff officer
- “Understanding the Relationship Between the Clifton Fire Department (CFD) NJ and Clifton’s Orthodox Jewish Community”

A map of the state of New Jersey is formed by a dense collection of numerous small, circular icons of various national flags from around the world. The flags are arranged to fill the outline of the state, with some larger flags being more prominent than others. The overall effect is a colorful and multicultural representation of the state's diverse population.

Outcomes

- Crisis Intervention Team
- Mental health issues
- One hour cultural block
 - Cultural panel
- No fire service representation in NJ

Executive Analysis of Fire Service Operations in Emergency Management

- Transferred from staff to line
- Interest in Emergency Management
 - All-hazard
 - Considering topic on sheltering
 - Hurricane Sandy
- Experienced a series of fires

Highland Avenue



- Six unit apartment building
- One unit fire
- Residents displaced
 - LEP
- Non-owner occupied
 - Owner on scene

Ackerman and Arthur



- Eight unit apartment building
- Large, devastating fire
 - Entire building uninhabitable
- Residents displaced
 - Victims transported to hospital
- Non-owner occupied
 - Owner on scene

Ackerman and Arthur





Ackerman and Arthur



- Received call from scene
 - Residents needed relocation
- No procedure/plan in place
- Contacted OEM
- Several issues

Eight Days Later



- Mother of child taken to hospital
- One child with friends in Clifton
- One child with friends outside Clifton
- Mother in third location

Assistance



- Attempted to assist
- Unfamiliar with process
- LEP
- Uninsured



Assistance

- Difficulty navigating City Hall
 - No procedure
 - Inaccurate information, phone numbers
 - Local to county to state
 - County agency, no money, call another county
- Contacted attorney
- *Stressful!*

EAFSOEM Applied Research



- “After the Fire: Managing Displaced Occupants”
- Standard operating procedure
 - Action research

Challenges associated w/displacement

Survivor/Victim

- Uninsured
- Medications, etc.
- Documents
- Identification
- Money
- Clothes
- Work, transportation
- Family, kids, parents

Fire Department

- Injuries
- Fatalities
- Investigation
- Evidence
- Interviews
- Assisting agency coordination
- Number of displaced

Pets



What's available?

- NFA booklet
 - English and Spanish
- Other fire departments across country
- Tualatin Valley Fire and Rescue, Oregon



After the Fire!

Returning to Normal

EA-46/August 2012

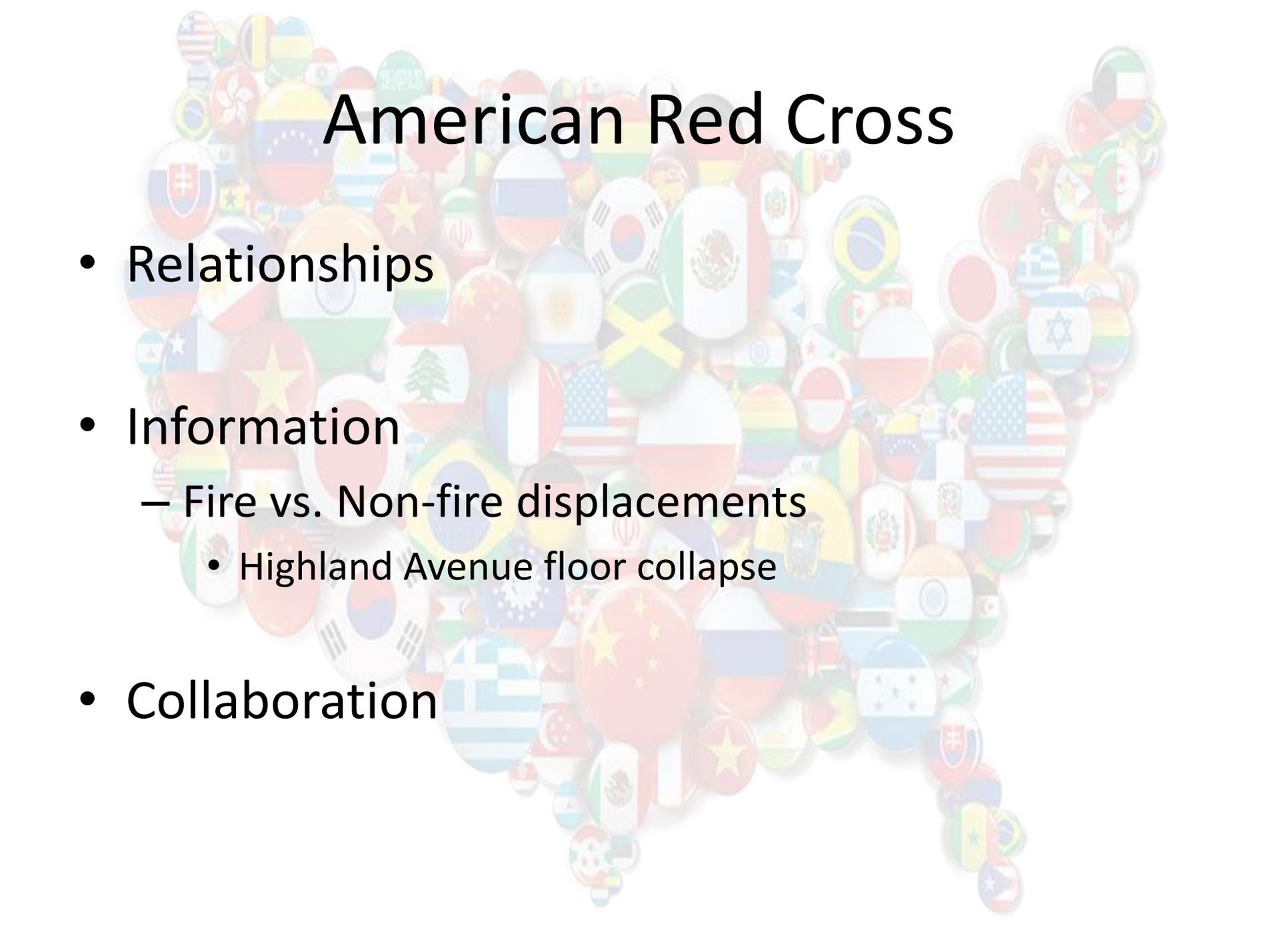


The background of the slide is a large, stylized map of the state of Pennsylvania. The map is filled with a dense collection of small, circular icons, each representing a different national flag from around the world. The flags are arranged in a way that they overlap and fill the entire shape of the state, creating a vibrant and multicultural visual effect. The title 'Philadelphia Study' is centered at the top in a large, black, sans-serif font.

Philadelphia Study

- Anne Keane
 - Associate Professor
 - School of Nursing
 - University of Pennsylvania
- Five year grant-funded study
 - Over \$1 million
 - National Institutes for Mental Health

American Red Cross



- Relationships
- Information
 - Fire vs. Non-fire displacements
 - Highland Avenue floor collapse
- Collaboration

Assisting Agencies



- Local
 - OEM
 - Emergency Response Plan
- County
- State
- Federal
- NGOs



Size Matters

- Large scale incidents, disasters, emergencies
- Disaster declarations
- Trigger mechanisms
 - Disaster response crisis counselors

Size Matters

The background of the slide is a large, stylized map of the United States. The map is composed of numerous small, circular icons, each representing a different national flag. The flags are arranged to form the geographical shape of the United States, including the contiguous United States and Alaska. The colors and patterns of the flags are visible, creating a vibrant and multicultural background.

- Media coverage
- Political interest
- Donations
- Volunteers
- Other assistance



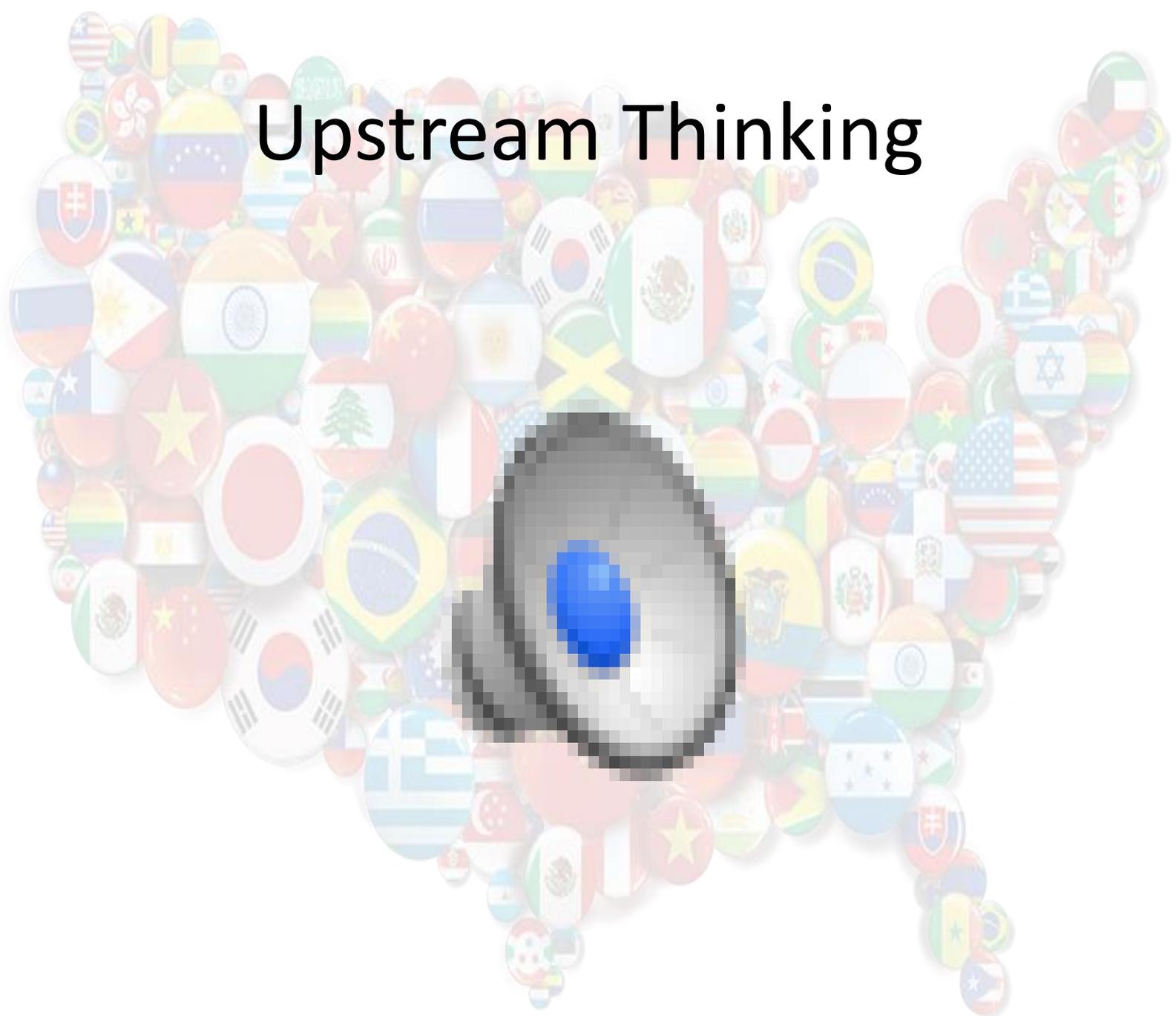
Outcomes

- Standard operating procedure
 - Statewide implementation
- Diverse communities have diverse needs

A map of the United States is formed by a dense collection of small, circular icons, each representing a different national flag. The flags are arranged to fill the geographical shape of the country, including the contiguous United States and Alaska. The text "Standard Operating Procedure" is centered over the map.

Standard Operating Procedure

Upstream Thinking



Executive Leadership



- Outcome of previous experiences
 - Applied research projects
 - Collaborative efforts
 - Red Cross
 - OEM
 - PCMHA
 - Community
 - Professional networks

Executive Leadership

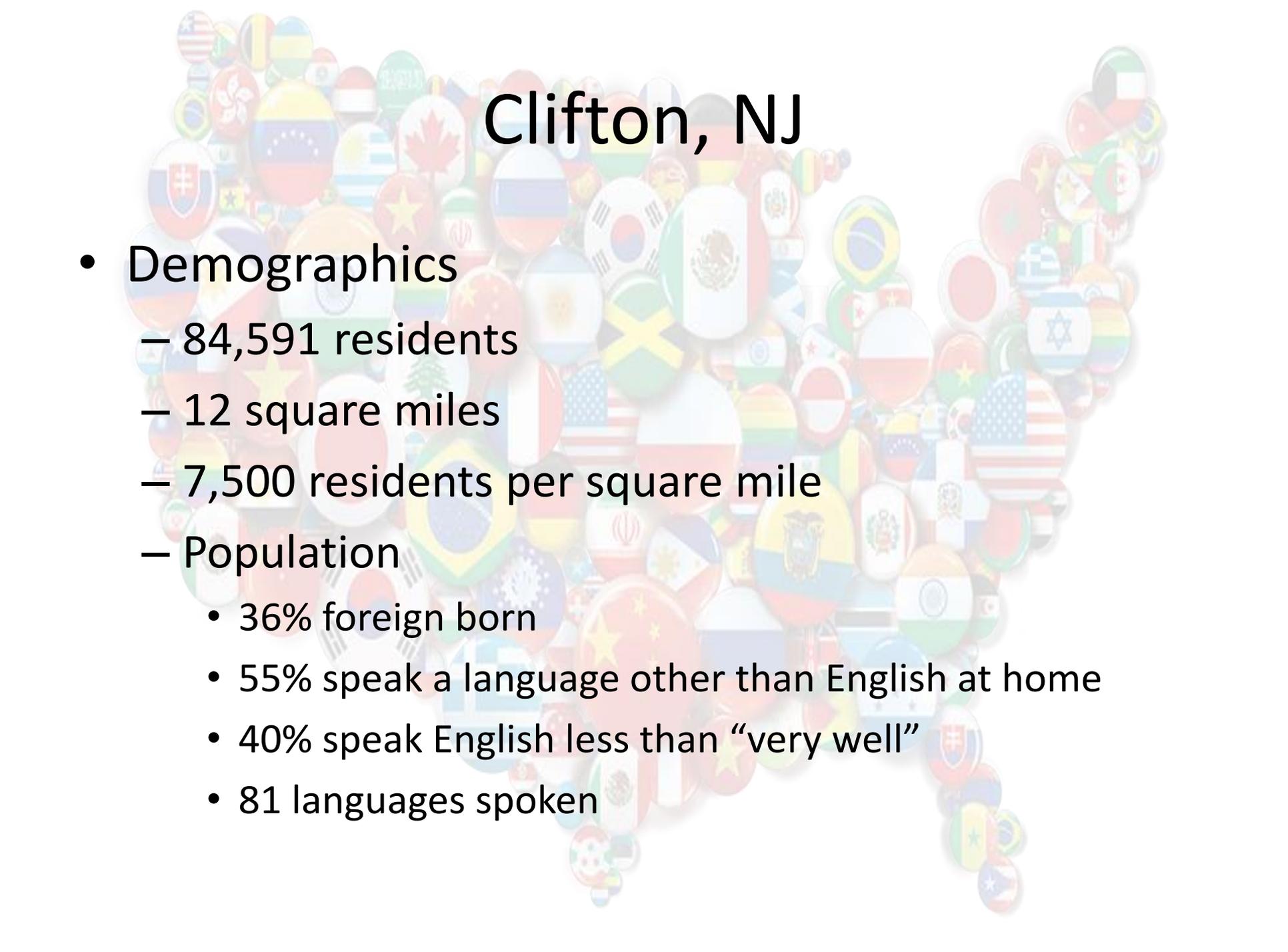


- Leadership focus
- Recommendations from EACRR ARP
- Professional development
- Make a difference

Executive Leadership

- “Serving Multicultural Communities”
 - Muslim and Orthodox Jewish communities



A map of Clifton, New Jersey, where the geographical shape is filled with a dense collage of various national flags from different countries, including the United States, Canada, Mexico, and many others, representing the city's diverse population.

Clifton, NJ

- Demographics

- 84,591 residents

- 12 square miles

- 7,500 residents per square mile

- Population

- 36% foreign born

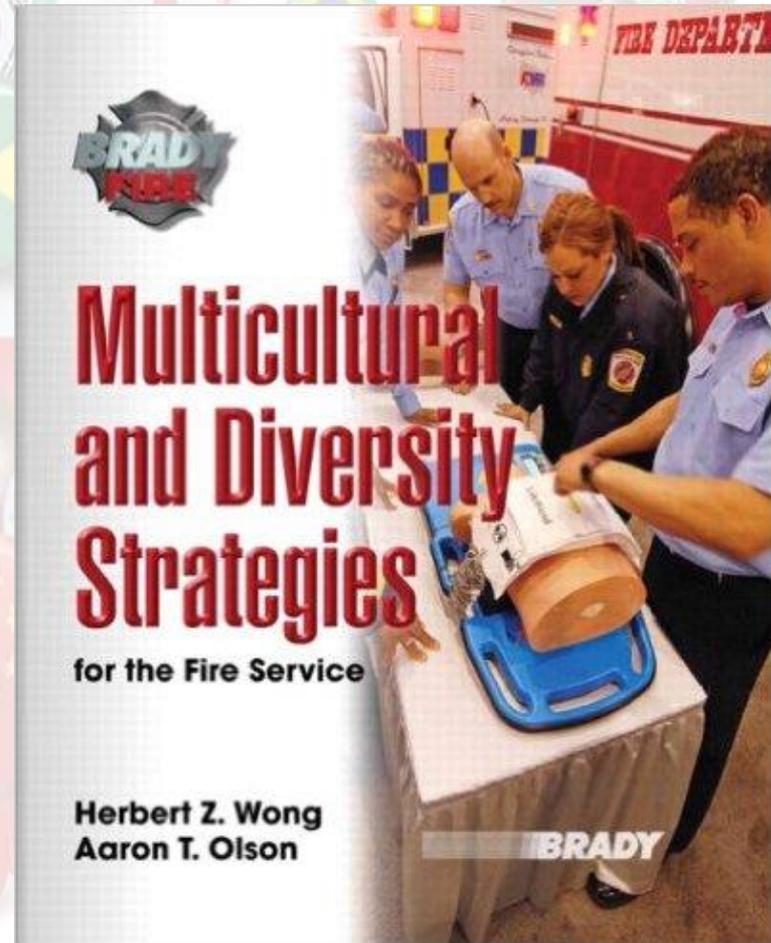
- 55% speak a language other than English at home

- 40% speak English less than “very well”

- 81 languages spoken

Literature Review

- Cultural competence



Fire 20/20

- Diversity training
- Multicultural study
 - Grant funded
- Focused on firefighter safety



PARTNERING
FOR
PREVENTION  TM
FIRE 20/20 ONLINE TRAINING

Cultural Competence

- NFA course
 - Fire prevention
- CLAS Standards
- Purnell Model
- Cultural Iceberg

The Iceberg Concept of Culture

Like an iceberg,
nine-tenths of culture is below the surface.

Surface Culture
Most easily seen
Emotional level - low

Food, dress,
music, visual arts,
drama, crafts,
dance, literature,
language, celebrations, games



Shallow Culture
Unspoken Rules
Emotional level - high

courtesy, contextual conversational patterns, concept of time, personal space, rules of conduct, facial expressions, nonverbal communication, body language, touching, eye contact, patterns of handling emotions, notions of modesty, concept of beauty, courtship practices, relationships to animals, notions of leadership, tempo of work, concepts of food, ideals of child rearing, theory of disease, social interaction rate, nature of friendships, tone of voice, attitudes toward elders, concept of cleanliness, notions of adolescence, patterns of group decision-making, definition of insanity, preferences for competition or cooperation, tolerance of physical pain, concept of "self", concept of past and future, definition of obscenity, attitudes toward dependents, problem solving roles in relation to age, sex, class, occupation, kinship, and ...

Deep Culture
Unconscious Rules
Emotional level - intense

Cultural Competence



- Other professions
 - Medical
 - Legal
 - Military
 - American Red Cross



Bryant Law

- New Jersey legislation in 2005
- Physicians
 - Requirement for certification or recertification

Professional Development

- Fire academy
- Emergency medical services
- Community college



Professional Development

- Police department
 - Training Division
- Language Line
 - No procedure for FD access
- CCM Criminal Justice
 - Cultural Diversity in America (SOC 214)



Muslim Community



- Surveys
 - Six Flags
 - Noble Academy
 - ICPC Mosque
- Interviews

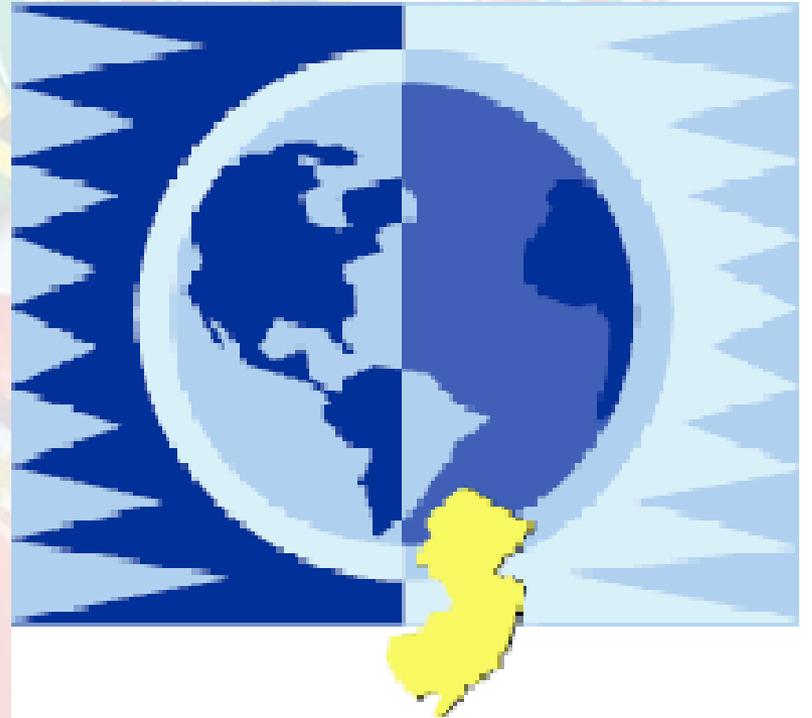
Clifton Fire Department

- Survey
- Focus group
 - Fire 20/20 Community Bridge Building model



NJSNCC

- Dr. Robert Like





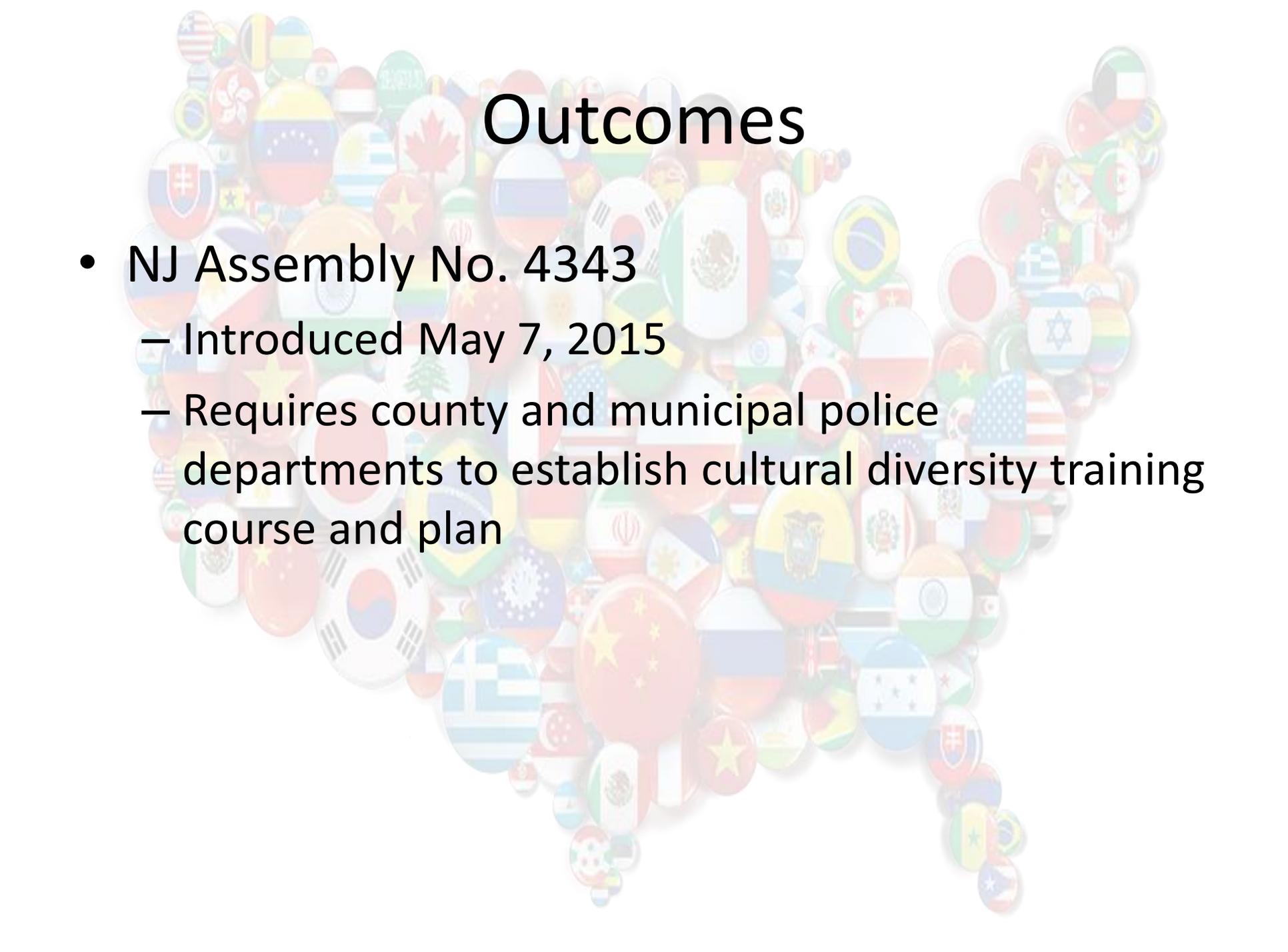
Outcomes

Community

- Desire for cooperation, collaboration, information
- Willingness to provide assistance
- Need for preparedness, prevention, and risk reduction

Fire Department

- Need and desire for education, professional development
- Willingness to collaborate, cooperate
- Opportunity to prepare, prevent, educate, reduce community risk

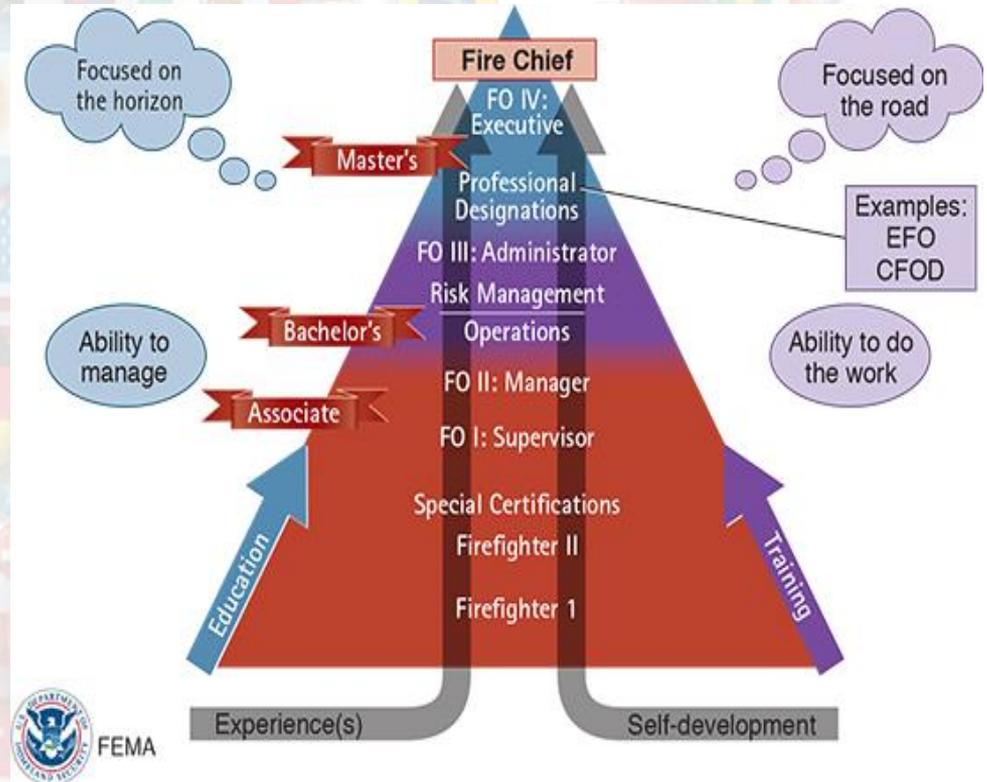


Outcomes

- NJ Assembly No. 4343
 - Introduced May 7, 2015
 - Requires county and municipal police departments to establish cultural diversity training course and plan

Best and Promising Practices

- National Professional Development Model
- National Professional Development Matrix



Best and Promising Practices

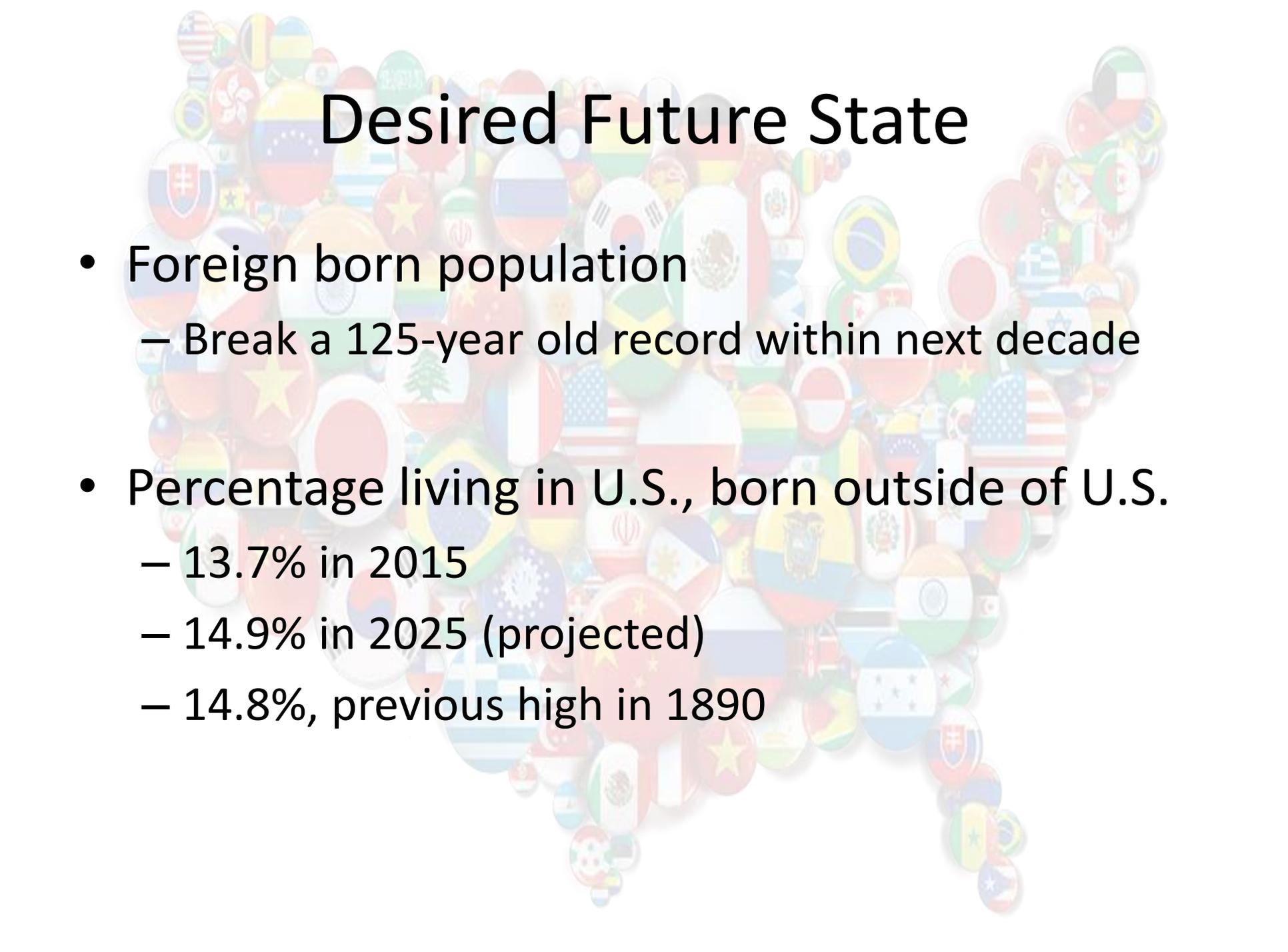


- Onieal, D. G. (2003). *Professional status: The future of fire service training and education*. Emmitsburg, MD: National Fire Academy.

Best and Promising Practices



- Fire Rescue International, IAFC
 - Atlanta 2015
 - San Antonio 2016
- Fire Department Instructor's Conference, Fire Engineering
 - Indianapolis 2016
- National Professional Development Symposium, NFA
 - Emmitsburg 2014, 2015, 2016



Desired Future State

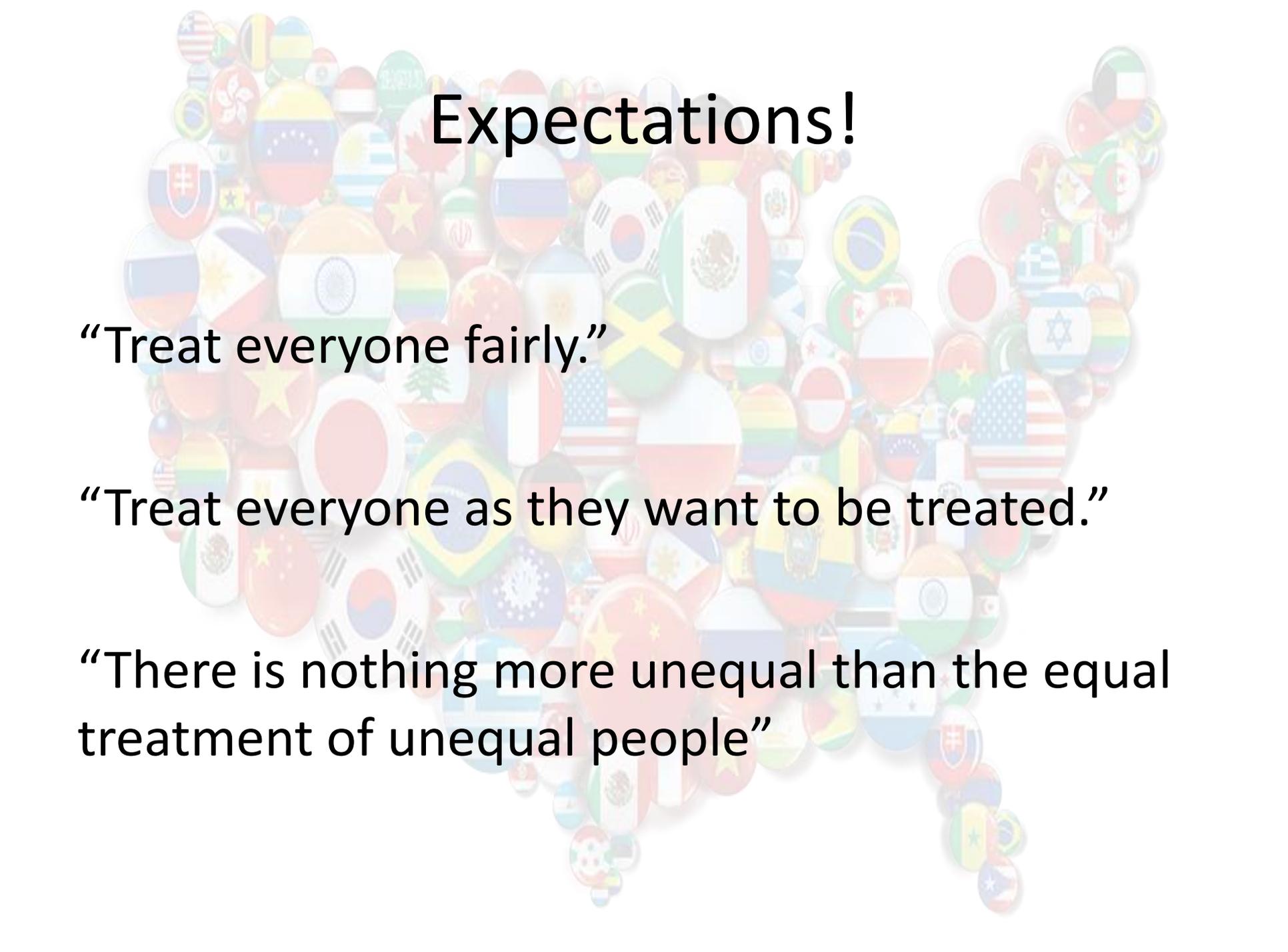
- Foreign born population
 - Break a 125-year old record within next decade
- Percentage living in U.S., born outside of U.S.
 - 13.7% in 2015
 - 14.9% in 2025 (projected)
 - 14.8%, previous high in 1890



Expectations?

“Treat others as you want to be treated.”

“Treat everyone the same.”



Expectations!

“Treat everyone fairly.”

“Treat everyone as they want to be treated.”

“There is nothing more unequal than the equal treatment of unequal people”



Desired Future State

“The simple truth is fire and emergency services will have to change the way we conduct business. It’s our problem not our customers.”

Larry Sagan, Executive Director, Fire 20/20

A map of the United States is formed by a dense collection of circular icons, each containing a different national flag. The flags are arranged to fill the outline of the country, including Alaska and Hawaii. The colors and patterns of the flags are varied, creating a vibrant and multicultural visual.

Desired Future State

“The question is: Do we want to help to lead the change or react to the change?”



Questions?

Michael_allora@yahoo.com