

## **FDIC 2016**

### **4-Hour Pre-Conference Workshops: Monday, April 18, 8:00 a.m.-12:00 p.m.**

#### **10 Keys to Company Success on the Fireground**

*Captain/Training Officer Brian Zaitz, Metro West (MO) Fire Protection District*

The relationship between the concept "Every Day's a Training Day" and the overall company mission is explored. The focus is on the single company and its role on today's fireground. Students will break down today's building construction and fire science and learn how to relate them to proven fireground tactics and decision making. The issue of water supply is reviewed, specifically the concept of sufficient vs. sustained. How to set up modern fire apparatus for improved fireground functionality is also covered. Students will gain knowledge that will help them improve their company's ability to perform safe, effective, and efficient fireground operations on the next alarm. ALL LEVELS

#### **A Tactical and Strategic Look at Private-Dwelling Fires**

*Battalion Chief/Shift Commander Jim Duffy, Wallingford (CT) Fire Department*

Private dwelling fires are the most common structure fires in North America. More than 2,500 civilians die in residential fires every year. Historically, more than 75 percent of the civilian fire deaths occur in residential dwellings. In addition, about 47 percent of firefighter combat deaths occur in these residential structures. It is no secret that the fire environment has changed. Buildings are more energy efficient, structural members are lighter and cheaper, and fuel loads have higher heat release rates. This highly interactive and challenging workshop explores fire dynamics, command, fire attack, ventilation, and search in private-dwelling fires. Topics include the importance of coordinating all fireground tactics safely and efficiently with today's staffing and how current scientific studies may or may not relate to your tactics. Some of the lessons learned can be applied in other types of structure fires. ALL LEVELS

#### **Constructing a Successful Training Program**

*Lieutenant Scott Kraut, Fairfax County (VA) Fire and Rescue*

Students are taken through what has been a decade of constructing a successful training program that effectively trains 1,400 members annually. Attendees become acquainted with methods for achieving success with limited resources, become familiar with the psychology behind training adults, and are made aware of the role of "stress inoculation" in the training environment. Training program building blocks--needs analysis, course outline, selecting instructors, selecting venues, delivery of the course, and the leadership concepts needed for an effective course--are part of the discussions. ALL LEVELS

#### **Developing Tactical Decision Games**

*Chief of Emergency Operations Brian Ward, Georgia Pacific - Madison, GA.*

Developing tactical decision games for all incident scene operations is the focus. Components of meaningful training are identified and discussed from the perspective of the Recognition Primed Decision Making mental model. Students will actively participate in exercises with differing levels of complexity, learn how to add realism and stress factors for the "hot seat" student

application on return to their departments, and develop their own tactical decision game in class with guidance. BASIC

### **Drill Development: The Next Level**

*Captain Bob Carpenter, Miami-Dade (FL) Fire Rescue*

The Four Steps to Success--Plan, Prepare, Present, Post (exercise analysis)-- are examined in detail. In addition, the course includes the engagement of neuro-pathways, motor-memory, and the appropriate use of induced stress in the learning environment. Students delve into needs assessment and skill development and learn how to avoid the trap many instructors and trainers fall into and to design training that incorporates the expectation of success, not failure. They leave with the realization that the trainer who approaches lessons with achievable and progressively more difficult objectives builds a confident; competent; and, eventually, master technician. ALL LEVELS

### **Effective Command and Operations**

*Battalion Chief Joseph Jardin, Fire Department of New York*

This workshop focuses on the importance of communications and how it affects fire and emergency incident command. Fire and emergency operations depend on effective and efficient communication between company officers and the incident commander, firefighters and company officers, and among established sectors/divisions/groups at expanding operations and interagency partners. Strategic and tactical decisions employed on the fireground are directly related to the information transmitted and received from ALL LEVELS of command. As incidents become more complex, incident commanders must be prepared for the unexpected events. How do we manage the firefighter emergency or Mayday? Who oversees/controls the rescue operation? Case studies on successful methods of managing an unexpected event are used to highlight the need for clear communications and the delegation of responsibility.

INTERMEDIATE/ADVANCED

### **Fire Dynamics for Fire Officers: A review of the 2015 NIST/UL H.O.T. Class**

*Fire Protection Engineer Daniel Madrzykowski, National Institute of Standards and Technology*

In 2015, a 6,000-sq.-ft. home was instrumented and burned as part of an FDIC National Institute of Standards and Technology/Underwriters Laboratories H.O.T. class. This workshop combines the video and data collected from both days of the 2015 class. Students have the opportunity to see how structure fires develop and how the fires react to ventilation control and exterior suppression tactics. The concept of flow path and the tactic of door control are described and demonstrated with video and data. Door control can play a significant role in limiting the growth and spread of the fire. This can be most important for a vent-enter-isolate-search (VEIS) operation. Each burn also featured a segment on fire suppression. Exterior attack as an initial tactic to “reset the fire” was used to examine if conditions get worse because of “pushing fire” or filling the structure with steam or if they improve in terms of reduced temperatures. ALL LEVELS

### **Firefighting in Underground Transportation Facilities**

*Markus Vogt, Head Consulting (and Instructor), International Fire Academy, Switzerland*

Training in tunnels under realistic conditions is the daily business of the International Fire Academy and its instructors. Tunnels are among the safest sections of all fast roads; however,

incidents can occur in tunnels, and time is a significant factor when managing incidents in tunnels. Therefore, responders must receive education and training in these incidents to be fully prepared. Reconnoitering, firefighting, and search and rescue, the three major components in managing incidents in tunnels, are addressed. The focus of this workshop is to prepare students to manage incidents in a road or rail tunnel or underground transport facility. The St. Gotthard accident of October 24, 2001, will be analyzed from the perspective of identifying and addressing many questions that usually arise in mitigating a tunnel incident. ALL LEVELS

### **Firefighting Is the Ultimate Team Sport: Build a Better Team**

*Battalion Chief Jerry Wells, Lewisville (TX) Fire Department*

A program for all--from the new recruit to the chief officer! We all have one thing in common: We have experienced the anticipation and excitement of the firehouse. But do we still have them? If not, where did they go? This entertaining program uses firehouse stories, off-the-wall videos, and examples from a successful football program to stir that emotion you may have lost. Come get inspired and challenged. See how the fire service team is like a sports team and the roles that leadership, teamwork, training, character, and personal responsibility play in creating success and maintaining a winning attitude. You will be introduced to the concepts "Be Here Now" and "How Are YOU Marketing MY Fire Service?" ALL LEVELS

### **Fire Officer as Coach: Improving Firefighter Performance**

*Chief (Ret.) Brian Crandell, Rae and Sourdough (MT) Fire Department*

This interactive multimedia discussion address the most effective, evidence-based coaching methods fire officers use to improve firefighter performance of real-world skills and tactics. The program focuses on specific coaching and supervisory techniques that do not necessitate additional costs. The methods are based on current research findings that clearly identify how firefighters learn to perform and apply supervisory actions. Coaching methods discussed work for entry-level firefighters as well as seasoned company and command officers whether career or volunteer. ALL LEVELS

### **Fundamentals of Firefighter Functional Fitness**

*Assistant Fire Marshal Dan Kerrigan, East Whiteland Township (PA) Fire Department*

Over the past 10 years, the fire service has suffered more than 1,000 line-of-duty deaths (LODDs). Unfortunately, more than 50 percent of these LODDs were attributed to cardiac, cerebrovascular, and other medical causes. Learn a holistic and practical approach to improving fireground performance and reducing risk of injury and LODD. Students will be taught the importance of functional fitness and how to apply it to their lives through incorporating these four fundamentals: Flexibility/Core Strength, Cardiovascular Capacity, Strength Training, and Nutrition/Lifestyle. At the end of the day, our exercise regimens and lifestyle choices must reflect the fact that too many lives are affected by our personal level of fitness--our citizens; our fellow firefighters; and, most importantly, our families. ALL LEVELS

### **ISFSI: Principles of Modern Fire Attack - Train the Trainer**

*Battalion Chief Brian Kazmierzak, ISFSI - Penn Twp. (IN) Fire Department*

This train-the-trainer program was developed by the International Society of Fire Service Instructors (ISFSI) to prepare instructors to teach the principles of modern fire attack, using Underwriters Laboratories/National Institute of Standards and Technology (UL/NIST) fire

behavior research data. The ISFSI and UL/NIST partnered on the Spartanburg Burns to obtain these data. Funding for the project was an Assistance to Firefighter Grant. ALL LEVELS

### **Kill the Flashover: We Test. We Demonstrate. You Decide.**

*Chief Shawn Oke, Albemarle (NC) Fire Department*

The focus is on the three legs of the Kill the Flashover (KTF) stool: Tactical Air Management, Enhanced Water Streams, and Tactical Thermal Imaging. Students share many of the lessons learned through experience in Kill the Flashover. They will acquire the resources to prepare them to apply the KTF Stool in their organizations. INTERMEDIATE

### **People, Politics, and Problems: The Job Description for Chief Officers**

*Chief Richard Marinucci, Northville Township (MI) Fire Department*

As individuals ascend the ranks, the vast majority of the job involves dealing with people, engaging in politics, and solving problems. Generally, most firefighters and officers do not get much training and education in these areas. However, like most aspects of the job, these are skills that can be learned and honed so that performance is improved. This session explores BASIC theories and concepts and injects real-world examples for discussion and exploration. INTERMEDIATE/ADVANCED

### **Rapid Course Design**

*Command Trainer Ted Nee, Sandia National Labs*

In this interactive workshop, the instructor shares the secrets of rapid course development and design culled from more than 30 years of experience in the classroom. The goal of the course is to demonstrate proven techniques to work smarter rather than harder. Learn how to create effective learning objectives; develop hands-on activities that support the learning objectives; rapidly design and develop presentations; develop skill sheets that serve as both a learning aid for students and an assessment tool for the instructor; and design job aids that support student performance in the field. All students will receive access to a detailed instructor guide, handouts, and the workshop presentation to take back to their departments. ALL LEVELS

### **Responding to and Preparing for Acts of Violence**

*Lieutenant Steven Hamilton, Fort Jackson (SC) Fire Department*

This presentation discusses fire service response to all aspects of violent scenes--single-company response to a victim of domestic violence through to the multiagency active shooter response. Elements of terrorism response are evaluated. Various scenarios are covered: violence, terrorism, active shooter, mass shootings, domestic violence, and suicide by secondary means. Covered are preincident planning, policies and procedures for response to such incidents, case history analysis, as well as reporting and documenting violent incidents involving responders. Statistical data are examined to support the hidden dangers emergency responders face at violent incidents. ALL LEVELS

### **The Fire Department Assessment Center: The Boot Camp**

*District Chief Michael Barakey, Virginia Beach (VA) Fire Department*

Fire Department Assessment Centers are challenging. Most fire departments offer promotional assessment centers annually; some offer them every two years. Assessment centers are used for all ranks, from first-line supervisors to mid/senior level officers. Many departments are

contracting with vendors or delegating the assessment center to city/county Human Resources departments. These assessment centers are designed by nonfirefighters, yet the only way to be promoted, especially in civil service, is by winning at your assessment center. This class prepares you for the grueling assessment center process and provides you with the opportunity to know "how" and "why" they assess you using these methods. The process is predictable and learnable. This class and a strong desire to study will prepare you to be successful in your next assessment center. BASIC

### **We're Only Human: Understanding Fireground Behavior**

*Deputy Chief Thomas Dunne, Fire Department of New York*

Learn how people think, and you will be able to think like a more capable firefighter! We've all learned how to fight the fire, but how many of us are able to accurately predict the behavior of the people affected by the fire? An understanding of their responses can be a great asset in sizing up a fire, organizing a building evacuation, or managing a catastrophic event. This class teaches how civilians typically react to the stress and uncertainty of a fire or other threatening situations and provides firefighters with a guide to safely managing them. Videos, case studies, and personal fireground experiences highlight the genetic and social factors that determine human responses to danger. Practical, hands-on tactics designed to facilitate search and evacuation, improve fire alarm response, guide people in smoke conditions, and enhance safe crowd control are discussed along with high-rise challenges and means of improving stairway movement. ALL LEVELS

### **What about the Victim? Fire Research and Victim Survivability**

*Research Engineer Robin Zevotek, UL Firefighter Safety Research Institute*

The focus is on how fire department operations impact the potential survivability of victims and operational suggestions that can help improve victims' chances of survival. Three major research projects relative to the fire dynamics associated with ventilating a residential structure fire and corresponding tactical considerations are discussed from the perspectives of horizontal, vertical, and positive-pressure ventilation; temperature; and gas velocity, pressure, and concentration. Data recorded after fire department arrival and also during the growth of the fire are reviewed. ALL LEVELS

### **Why We Must Understand Vent-Enter-Isolate-Search (VEIS)**

*Captain (Ret.) Michael Dugan, Fire Department of New York*

Vent-Enter-Isolate-Search is a tried and true tactic of the fire service. Because of the studies and science available, it has been placed lower on the spectrum at some fires. This tactic is still useful and has a place on the fireground of today. An understanding of it and the science will make it a more efficient and safer skill set at a fire. ALL LEVELS

### **Wood-Frame Building Construction: Past and Present**

*Fire Marshal Paul Dansbach, Rutherford (NJ) Bureau of Fire Safety*

This workshop presents information that will enhance firefighter/fire officer understanding of wood-frame buildings, from older buildings of legacy construction to the modern buildings constructed with lightweight building materials. The focus is on safe strategy and tactics based on knowledge and understanding of how fire develops and spreads in wood-frame buildings and the collapse potential of these buildings. The class includes case studies of fire incidents,

collapse incidents, and National Institute for Occupational Safety and Health line-of-duty death reports to reinforce the information presented. Students will develop case studies involving buildings and local incidents they can use to share what they learned back home. Class discussion is encouraged. INTERMEDIATE

#### **4-Hour Pre-Conference Workshops: Monday, April 18, 1:30 p.m.-5:30 p.m.**

##### **25 to Survive: Reducing Residential Injury and LODDs**

*Battalion Fire Chief Dan Shaw, Fairfax County (VA) Fire & Rescue Department*

Statistically, the residential building is where the majority of our operational line-of-duty deaths (LODDs) and civilian casualties occur and where we most frequently fight fire. These facts alone reinforce the need for all firefighters to have a thorough knowledge of the residential building, know how to execute sound fireground strategies and tactics, and know how to develop and implement relevant training. This dynamic and interactive program addresses 25 critical firefighting concerns common to these deadly buildings and provides numerous tips and drills you can implement today to change the trends. The 25 points are grouped into the four sections: Combat Readiness, Mastering the Environment, Engine Operations, and Ladder Operations. Each section discusses proper preparation, effective communications, and all the keys to successful operations. ALL LEVELS

##### **Aggressive Command and Tactics**

*Battalion Chief Anthony Kastros, Sacramento Metro (CA) Fire District*

A high-energy, intense, and one-of-kind workshop you can't miss. The focus is on what went right for a change. We must get back to rescuing civilians in the context of modern fire behavior and building construction. Students are taken inside the incident command post (ICP) with amazing new video and bone-chilling radio traffic of live rescues, fatalities, Maydays, multibuilding fires, and other incidents and share in the behind-the-scenes lessons learned from fires and rescues in apartments, homes, and motels. Dialogue between the incident commander (IC) and other officers inside the command post is analyzed. Helmet camera footage from the same incidents is also used to link the ICP and company (strategic/tactical/task levels). Situational awareness and true aggression from the IC down to the lowest senior firefighter on the fireground are emphasized and discussed. ALL LEVELS

##### **Blink: Making Critical Fireground Decisions**

*Battalion Chief Jeffrey Johnson, Kansas City (MO) Fire Department*

Classroom participation, Power Point®, video, and case studies encourage participants to examine how and why we make the decisions we do on the fireground. Participants are taught the cutting-edge science of the psychology of making decisions and then are given a better understanding of how we make those decisions. With this foundation, participants are led through factors and issues that have to be considered when making decisions. ALL LEVELS

##### **Building Better Teams through Personal Leadership**

*Creative Director, David Conley, LDC LLC*

This workshop is designed to teach first responders a principle-focused approach to fire safety. Participants learn seven BASIC principles that work to enhance practical fire safety training.

First responders internalize these principles and, by living them, create an improved brand of principle-focused fire safety professionals. ALL LEVELS

### **Compartment Fire Behavior Training Series 1: “Driving the Change”**

*PhD Research Student (Group Commander retired) Bill Gough, Coventry University UK*

Underwriters Laboratories/National Institute of Standards and Technology research challenges previous reliance on traditional training, tactics, and techniques in the U.S. fire service.

Compartment Fire Behaviour Training (CFBT) has developed over a 25-year period in Europe, the United Kingdom (UK), and Australasia, and provides alternative approaches that complement existing standard operating procedures. Given by a multinational collaborative of presenters who have performed in strategic, tactical, operational, and training roles, this workshop provides an overview and insight into the evolution of CFBT and firefighting procedures in the UK, Europe, and Australasia. Critical incidents and line-of-duty deaths that have influenced policy development are discussed, critiqued, and evaluated. A simple model with the potential to encourage safer decision making and its implementation in a UK fire service is discussed. Students receive a foundation that enables them to progress through a series of training and tactical workshops and further explore implementation of CFBT at a departmental level. ALL LEVELS

### **Fire Academy 101: Building Better Firefighters Through Quality Training**

*Captain Jonathan McIvor, Virginia Beach (VA) Fire Department*

This course is built around the lessons learned from the development of the Virginia Beach Fire Academy. Our modular approach to developing a training schedule is very adaptable for both volunteer departments with weekend/limited training hours and career departments with a full-time academy. Students learn how having a scalable framework in place allows for greater safety and efficiency and getting the most training for their department's time. The focus is on how to set up the initial course schedule. Topics include training props, day-to-day activity schedules to standardize learning objectives, and capitalizing on training time with instructor guides so the courses are presented with a unified voice. Students see how taking a detailed progressive approach to designing the training program allows for the best use of time and resources and the greatest results for students. ALL LEVELS

### **Fire Investigation Essentials: The Complete Fire Scene Examination**

*Det. Sgt. (Ret.) Adrian Cales, Bergen County (NJ) Prosecutor's Office; Operations Systems*

*Manager, Public Service Enterprise Group*

This program demonstrates that a complete, thorough, and comprehensive investigation of each fire scene is of paramount importance and that all fire scenes, large or small, need to be investigated with the same degree of thoroughness in accordance with applicable National Fire Protection Association standards. NFPA 921, *Standard Classifications for Incident Reporting and Fire Protection Data*, is the outline for the presentation. Emphasis is also on the necessity of adhering to NFPA 1033, *Standard for Professional Qualifications for Fire Investigator*, and NFPA 1037, *Standard for Professional Qualifications for Fire Marshal*. These standards are being increasingly referenced and called into question in so far as "who is this investigator" and what are his credentials. From start to finish, the fire investigator, no matter at what experience level, needs to have developed a process to follow every time to ensure the scene is properly investigated and documented and that the fire scene origin and cause report is comprehensive

enough to provide an accurate record of the investigation for later use in a criminal or civil proceeding. ALL LEVELS

### **Human Behavior and Positive Psychology: Tools for the Firehouse**

*Chief Cynthia Ross Tustin, Essa Fire Department, Ontario, Canada*

What can science teach about managing the workplace? An understanding of human behavior and positive psychology can help you successfully and ethically move people toward saying “yes.” There are many valid studies about moving people forward, motivating, enlisting cooperation, and creating loyalty. Aren’t these the kinds of ideas for which we fire service leaders are looking? How we as leaders go about forming our teams, our processes, and our work environment is essential to our day-to-day business of serving the public. This workshop presents practical techniques for building better relationships in your firehouse and explains why they work. The material presented has real-world application and is used in the business community every day. ALL LEVELS

### **ISFSI Instructor Development Workshop**

*Forest Reeder, Eastern Regional Director, ISFSI*

This International Society of Fire Service Instructors (ISFSI) instructor development workshop is aimed at helping you to become a better fire service instructor. The focus is on presentation skills, preparing effective visual aids, and working with different types of students in hands-on and classroom sessions. New and experienced instructors will benefit from this workshop and will leave with increased confidence in their presentation skills. Students will immediately apply their newly acquired skills by practicing developing and delivering presentations in the class. ALL LEVELS

### **Leadership in the Real World**

*Battalion Chief (Ret.) Robert Burns, Fire Department of New York*

Effective leadership is not just a function of understanding academic theories and textbook definitions. Real leadership takes courage, motivation, and skill to translate theories into real-world actions that are effective in today’s fire service culture. Unlike many leadership programs that describe only the characteristics and traits leaders should possess, this workshop combines cutting-edge theories with skills and behaviors that students will be able to use “on the job” in their departments every day. The curriculum is modeled after the time-tested leadership training programs attended by officers in the Fire Department of New York on promotion to lieutenant and captain. ALL LEVELS ALL LEVELS

### **Peer Support Team: Understanding and Creating a Firefighter**

*Program Director Matt Olson, Illinois Firefighter Peer Support*

The objective of this course is to ignite the passion we have for this work within others so that Peer Support programs become a part of the fabric of the fire service culture. The focus is on the concepts related to Peer Support. This idea has been within the fire service since its inception under the terms of Brotherhood and Sisterhood. Peer Support is about allowing members to share in the support they have when they run into a burning building or work with their partner on the ambulance. That connection and trust felt in “working” together also need to be felt in the ways in which responders support and care for the other parts of that ax-wielding, IV-starting, and hose-pulling person. The fire service is about caring for others, but it can also be about caring for

one another. Students learn the “Ws” of caring for each other and why the fire service as a whole might stumble if we ignore them. ALL LEVELS

### **Public Information Officer 101: Command Function to Community Relations**

*Public Information Officer, Engineer/EMT Michael Fronimos, Hebron (KY) Fire Protection District*

The public information officer (PIO) assists the chief, staff officers, and incident commanders (ICs) with providing correct and factual information to the general public, other government agencies or departments, and the news media when requested. The PIO, an important part of the incident command system and integrated emergency management system, coordinates the movement of the media on fire department property and at emergency incidents and releases information approved by the chief or ICs. Students acquire classroom and hands-on training in interview techniques, writing press releases, media relations, building relationships, and preplanning media operations. In addition, students are guided in the process of selecting an official spokesperson for their agencies. ALL LEVELS

### **Right-Seat Leadership 2016**

*Dave Casey, Ascend Leadership*

A scenario-driven interactive class that involves participants in the decision-making processes officers need to handle interpersonal events. It uses recorded scenarios portraying real-world situations in the firehouse, in the public, and on the fireground to discuss decision making and the "time-tested truths" of the company officer. Methods of "learning" leadership are explored. INTERMEDIATE

### **Safety and Tactics for Newly Promoted Company Officers**

*Captain Bill Gustin, Miami-Dade (FL) Fire Rescue*

This workshop is a condensed version of the tactics and strategy portion of a two-week Company Officer Development Program. It is intended to give newly promoted company officers the leadership skills and confidence to manage their company when responding to alarms; operating at roadway incidents; and when arriving first at fires in private and multiple dwellings, commercial occupancies, and vacant and abandoned buildings. INTERMEDIATE

### **Teaching Fire Science to Firefighters**

*Battalion Chie, Lars Ågerstrand, Värnamo Fire & Rescue Service Sweden*

There has never been as much fire research as today. The progress of organizations like the National Institute of Standards and Technology and Underwriters Laboratories is pushing that knowledge frontier further every day. But understanding the results and drawing correct conclusions from those studies are difficult without a strong BASIC understanding of science. In this class, we will deconstruct the full-scale tests and make them into more useful learning opportunities. ALL LEVELS

### **The Art of Go/No-Go**

*Captain Mike Gagliano, Seattle (WA) Fire Department*

This class guides students in creating a framework for the toughest decision company officers will ever have to make: whether to go interior or not--Go/No-Go. The framework incorporates four profiles: Rescue, Fire, Building, and Tactical. It will allow you to build on your and others'

experiences and develop an intuitive approach that will grow with you throughout your career. This is not a magic class; no one becomes a great decision maker by attending a few classes and watching a few videos. This four-profile framework will help you to keep focused on your decisions and enable you to draw on what you've learned and react to changes in the dynamic fire environment. Students note in their own notebooks their reactions to what they see and learn from what they hear from other students. They leave with a model that is easy to replicate in their firehouse and department. ALL LEVELS

### **The Art of Reading Smoke**

*Battalion Chief (Ret.) David Dodson, Response Solutions, LLC*

This is the original FDIC "standing room only" class considered a MUST for any first-time FDIC attendee. Today's structure fires can move through six phases, release more energy, and trap firefighters at a rate never seen in previous decades. Often, smoke issuing from a building is the only clue available to predict fire behavior and the likelihood of a flashover or rapid fire spread. It is absolutely critical for first-arriving officers, incident commanders, and safety officers to master this essential skill. The reading-smoke process is explained, and participants practice using actual fireground video. ALL LEVELS

### **The Courage Within (Tactical Resiliency Training)**

*Firefighter Ric Jorge, Palm Beach County (FL) Fire Rescue*

Are you prepared to handle a situation when everything is going wrong and your people are panicking? Can you identify the markers of stress? Can you identify the people who are prime candidates for reactions to "fire service" stress? Are you prepared to help in these circumstances? The information provided in this class can improve your profile for survivability and help you develop a more healthful lifestyle that may extend throughout your career. Learn how to identify problems you could potentially face on the job and how to overcome them. Recognizing and overcoming problems are tied to the mental, physical, and psychological aspects of conditioning. Conditioning is covered in five categories: Physical conditioning, Mental conditioning, Psychological conditioning, Nutrition, and Rest. Each area has subsets that are elaborated on in this workshop. ALL LEVELS

### **The First Five Minutes**

*Firefighter Mark van der Feyst, Woodstock (Ontario, Canada) Fire Department*

The first five minutes of any residential structure fire are critical in terms of setting the stage for a successful outcome. Modern day fires are increasingly becoming a time-sensitive race against the fire department's ability to respond with effectiveness and efficiency. No matter what the size of the department or the number of responding personnel, the first five minutes of the first-arriving apparatus are going to be crucial for the officer in deciding on what to do and how to do it. This interactive workshop focuses on the importance of a proper size-up and how the information shared on arrival and during the first five minutes of an incident can impact the remainder of the call. Topics include the stages of the first five minutes in terms of the officer's duties, strategies, tactical decisions, information gathering, being combat ready, using case studies and scenarios to practice concise communication that will enhance the flow of information on the fireground. ALL LEVELS

### **Today's Fire Structures: Airtight and Plastics Galore!**

*Captain/Training Office, John Shafer, Greencastle (IN) Fire Department*

This is a concentrated examination of current and future trends and methods in modern airtight building construction with an emphasis on the green construction building materials, energy-efficient construction methods, and engineered structural and construction systems and their direct relationship on structural firefighting operations. Topics include inherent modern construction features and hazards that directly influence effective risk management, decisive strategic and tactical considerations with a focus on key modern features, and construction systems relative to how they are affected by fire dynamics and how they affect fire behavior and tactical operations. If you have been in the fire service for more than five years, this class is a MUST for you to stay alive in this modern environment! Much of the material in this program is not common knowledge to most fire service personnel because past and current teaching practices address only traditional building construction. ALL LEVELS

### **View from the Street: Chief and Company Officer Workshop**

*Deputy Chief Thomas Richardson, Fire Department of New York*

This workshop is presented in two modules: Module One consists of a presentation and discussion on leadership and command philosophy. Students participate in identifying the keys to success in leading a fire company or battalion in the fire station and on the fireground. Module Two focuses on fireground strategy and tactics. Using computer-generated fire simulations, the students are tasked with recognizing, evaluating, and implementing the strategies and tactics necessary to conduct a smart and efficient fireground operation. From the initial size-up to the conclusion of the operation, students may be presented with various fireground problems ranging from the loss of water to the missing member Mayday. INTERMEDIATE/ADVANCED

### **4-Hour Pre-Conference Workshops: Tuesday, April 19, 8:00 a.m.-12:00 p.m.**

#### **Cardiovascular and Chemical Exposure Risks on the Modern Fireground**

*Director of Research Gavin Horn, Illinois Fire Service Institute*

There is a startling lack of sound information on the effects of firefighting in realistic fire scenarios on the acute risk of sudden cardiac events and the chronic risk of certain cancers. To address this gap in knowledge, the Illinois Fire Service Institute (IFSI) in partnership with Underwriters Laboratories (UL) Firefighter Safety Research Institute (FSRI) and the National Institute for Occupational Safety and Health (NIOSH) conducted the recent study “Cardiovascular and Chemical Exposure Risks in Modern Firefighting.” The vast majority of research investigating the physiological responses to firefighting has been done in training structures using wood and straw (Class A materials) as fuel or in laboratory conditions, not today's buildings constructed of modern materials and filled with polymer-based furnishings that increase temperatures more rapidly than legacy furnishings of natural materials. In addition to rapid changes in temperature, the modern fire environment also produces products of combustion containing hundreds of chemicals as gases or particles with different potential toxic effects on the body. Meaningful integration of research on fire dynamics, cardiovascular strain, and toxic exposures has been lacking to date. Students will be given an overview of the IFSI, UL FSRI, and NIOSH study and preliminary results on measurements of fire behavior, thermal and cardiac strain, and firefighters' exposure to products of combustion. In addition, the issue of sufficient recovery time from firefighting will be discussed, including how riding assignment and tactics

affect recovery time and establishing a timeline for returning a firefighter to service after a fire. ALL LEVELS

### **Dealing with Difficult People and Their Organizational Impacts**

*Chief Jerry Streich, Andover (MN) Fire Department*

Students learn to better define, understand, and deal with difficult persons. They learn how to identify people who may pose problems for the organization and how to defuse the problems. How to change the behavior of the team to overpower the person causing all the trouble is also addressed. Students are presented with ideas on how to improve engagement of the negative workforce and are given the motivation to achieve this. The class speaks loudly of the expectations placed on firefighters and asks who they want coming to their door. ALL LEVELS

### **Developing and Implementing Fire Behavior Training Programs**

*Firefighter/Lead Fire Behavior Instructor and Program Coordinator Ian Bolton, District of North Vancouver*

Students work to identify the challenges and solutions in successfully implementing a fire behavior/dynamics training program in their departments. Various primary logistical, culture, and training challenges are discussed and explored in detail. Core educational concepts are examined. Students will receive a two-day fire behavior training program curriculum and presentation and other resource materials to take back to their departments. ALL LEVELS

### **Dynamic Decision Making and Reading the Fire: CFBT Presentation 3**

*Lead Instructor: Station Officer Shan Raffel, Queensland Fire and Emergency Service*

In Part 1, Decision Making, students will determine what is driving their actions, come to recognize the roles that emotion and expectations play in the decision-making process, use fire dynamics indicators to make safe and effective decisions based on risk vs. benefit analysis, and learn how to maintain situational awareness by using crew resource management principles. In Part 2, the BE SAFE fire dynamic risk assessment model is used to determine the context of risk assessment in terms of the building construction and environmental factors, determine the stage of fire development, determine the likely direction of fire spread, and recognize the fire behavior indicators. In Part 3, students will use this information to develop a strategic approach to a fire incident using the RECEO mode and develop tactical options and an incident action plan, using the PACT model. In Part 4, case studies will be used to evaluate the effectiveness of strategy, tactics, tools, and techniques. ALL LEVELS

### **Essentials of Honorable Leadership**

*Fire Commissioner Mark Emery, King County, Washington and ISFSI Western Director*

What does leadership look like in your life and in your fire station? If you cannot articulate what leadership looks like, this program offers a compelling leadership development opportunity. If all learned skills must begin with the fundamentals, what are the fundamentals of leadership? You will discover a template of fundamentals essential for establishing a legacy of honorable leadership for yourself, your family, your crew, and your fire department. You will know what honorable leadership looks like. As a bonus, you will discover the secret for genuine and meaningful success. ALL LEVELS

### **Fire Officer Survival**

*Deputy Chief Billy Goldfeder, Loveland-Symmes (OH) Fire Department; and Gordon Graham, Graham Research Consultants, CA*

Are you or do you want to be a fire officer? How about command? OK. We'll give you command--and all that comes with it. Sadly, people of all ranks in our profession suffer from arrogance, ignorance, and complacency, leading to some very unhappy and life-altering endings. This class will help you to not become one of them! Students will review recent incident case studies in which firefighters were critically injured or killed in the line of duty and determine what went right and what went wrong--and why. Regardless of rank, students will be able to take the lessons learned back to their departments and apply them. Also covered are the personal and professional legal aspects of the command role and the importance of solid, realistic, ongoing, and verifiable training at every level. ALL LEVELS

### **Firefighting in the Modern World: Sustainable Green Design and Construction**

*Assistant Chief Ronald Spadafora, Fire Department of New York*

Students gain an overview of the multiple sustainable design issues firefighters are confronted with in the modern world. Topics include alternate fuels and energy technologies (wind turbines, fuel cells, microturbines, and solar panels); passive construction techniques; green and blue roofs; storm water management; lightweight construction materials; exterior insulation and finish systems and structural insulated panels; low volatile organic chemicals furnishings; daylighting techniques (clerestory windows, deadlights, sawtooth roofs, light shelves, light tubes, and roof monitors); and recycling materials. INTERMEDIATE/ADVANCED

### **Fireground Decision Making for Suburban Company Officers**

*Battalion Chief Jim Silvernail, Metro West (MO) Fire Protection District*

The focus is on creating effective, safe fireground solutions for officers operating in a suburban setting. PowerPoint®, lecture, and discussion are employed to identify the fireground factors that affect decision making and create challenges. Company officers will implement actions based on safety, effectiveness, and efficiency. Scene size-up; situational awareness; anticipating future events; and the elements of a safe, coordinated fire attack are discussed. Students will create and implement sample standard operating procedures to consistently organize prioritization of functions and will consider essential elements that the support agency must consider in decision making such as developing training programs and implementing evaluation benchmarks. INTERMEDIATE

### **Flawed Situational Awareness: The Stealth Killer of First Responders**

*Chief Scientist Richard Gasaway, Situational Awareness Matters*

Flawed situational awareness is consistently identified as one of the leading contributing factors in first responder casualty reports. The purpose of this program is to help responders understand why and how situational awareness can be flawed. The program shares the findings of extensive doctoral-level research conducted by the presenter that uncovered more than 100 situational awareness barriers. Intuitively, many first responders understand that situational awareness is important. However, very few responders have ever been taught what it is, how it is developed, how it can be lost, and how to regain it once it has been lost. This void in training has consistently proven over time to have catastrophic consequences. ALL LEVELS

### **Hazmat: Initial Approach and Actions**

*Assistant Chief Kristina Kreutzer, Mill Creek (DE) Fire Company*

Understanding a hazardous material is like understanding the nature of fire. Students learn how to break down material behavior into probability of contact and the consequences of contact, and how to plot these two parameters together to obtain a tool that can help them visualize the relative hazard of a material that they can use for tactical guidance. Systematically plotting the key physical and chemical properties of a material will yield them a quick assessment of the environment, the first point assessed in an incident. The first priority is identifying the life hazard, especially the proper approach; staging; and safety of responders. ALL LEVELS

### **Leading from the Top**

*Chief Steven Kraft, Richmond Hill (Canada) Fire & Emergency Services*

The focus is on leadership behaviors and the characteristics of great leaders (honesty, forward looking, inspiring, and competent). Students will engage in an exercise that will identify their dominant personality style. Interactive discussions will focus on what makes a great leader and reviewing examples of poor leadership. Videos will illustrate points; breakout sessions will be used to obtain students' perspectives on leadership. Each student will complete a behavioral pattern inventory that will enable them to understand why they view the world as they do and why other people view things differently. ALL LEVELS

### **Main Street Tactics and Strategies: Are You Ready?**

*Captain Joseph Pronesti, Elyria (OH) Fire Department*

This program addresses leading insights and operational considerations for fires in buildings and occupancies of ordinary masonry, heavy timber, and loft construction that comprise the Main Streets of America. A much neglected topical area, this program brings into focus the broad issues and operational issues affecting historical construction characteristics, inherent hazards, building systems and components, and the corresponding strategic and tactical considerations that must be formulated based on the building's defining age, use, and conditions on arrival. This highly interactive presentation uses extensive case studies, field examples, interactive group simulations, and discussion points to provide the knowledge and skill set insight to operate in these building types efficiently and safely. ALL LEVELS

### **Mastering the Instructor's Tools of the Trade**

*Captain Chuck Baird, Cobb County (GA) Fire and Emergency Services*

This workshop, for the new and veteran instructor, begins with a presentation on the most important pieces of "equipment" in the learning environment, the mind of the student and the instructor. Attendees are divided and rotated in small groups through three skill labs. They are guided through the neuroscience of learning as it applies to the delivery of lifelong learning; they enhance their instructor skills in using instructional tools and delivering classes that engage students and lead to life-long learning. ALL LEVELS

### **More Drills You're Not Going to Find in the Books**

*Captain Raul A. Angulo, Seattle (WA) Fire Department*

This class is a collection of more than 100 drills for the company officer. The drills, which go beyond the BASIC Firefighter I and II practices, include a wide variety of engine and ladder company evolutions, as well as individual firefighting skills. PowerPoint® slides and video are

featured. Many of these drills are based on line-of-duty deaths or near-miss case studies.  
INTERMEDIATE/ADVANCED

### **Rehab Revised: What's New in NFPA 1584?**

*EMS Coordinator Mike McEvoy, Saratoga County, New York; EMS Technical Editor, Fire Engineering*

This session reviews the fire service rehab experience and developments in sports medicine that have changed our understanding of hydration, nutrition, cooling, and exercise physiology. Shifting emphasis away from sports drinks, the reintroduction of caffeine, and a new ban on the use of energy drinks by firefighters are covered. Gain important insight into new evolving strategies for passive cooling of firefighters and practical methods for rest and recovery in rehab. Learn about changes in vital signs and new assessment parameters for use in rehab. ALL LEVELS

### **Safety Leadership**

*Chief Ron Kanterman, Wilton (CT) Fire Department*

Who is responsible for firefighter safety? How do you build and maintain a safety culture in your department? Delve into the "safety" responsibilities across all disciplines and ranks of the fire service in terms of leadership roles. Gain insight into how to teach and demonstrate proper safety "thinking" and methods for successful outcomes. The safety culture is still under construction in the U.S. fire service; this class reinforces its foundation. ALL LEVELS

### **The Intelligent Interior Attack**

*Assistant Chief Peter Van Dorpe, Algonquin-Lake in the Hills (IL) Fire Protection District; Chief of Training (Ret.), Chicago (IL) Fire Department*

For several years, Chief Van Dorpe has been bringing the science of the UL and NIST research to the street level officer and firefighter. Each year, more information and more experience on both the training ground and the fireground lead to a better understanding of the modern residential fire. Lightweight buildings, more fuel, and less experienced firefighters are creating unacceptably dangerous firegrounds, but we CAN do something about this. There is a lot of "real estate" between the so called "aggressive" interior attack and "surround and drown." Identifying this real estate and learning how to occupy are the keys to mounting an interior attack that accomplishes our mission without sacrificing firefighters. Students can make the best use of the UL/NIST research for developing new standard operating guidelines and for mounting intelligent fire attacks in modern structures. INTERMEDIATE/ADVANCED

### **The Professional Volunteer Fire Department**

*Past Chief/Firefighter Thomas Merrill, Snyder (NY) Fire Department*

The presentation's message is, "Being a professional firefighter has nothing to do with earning a paycheck but has everything to do with attitude, appearance, commitment, and dedication." It includes how members approach the job, how they prepare and train, how they take care of their equipment, how they treat the public and their own members, and how they behave and interact with the public both on and off duty. Firefighters simply cannot say, "I am just a volunteer," and use that as an excuse for poor performance, being unprepared, poor judgment, or lack of participation. The presentation also creates awareness of the increased scrutiny firefighters are under today from not only government officials but the public as well and how expectations have

changed over the years. Our communities expect professional and competent service whenever they call for help. ALL LEVELS

### **Training BASICS and Essentials for the Fire Service**

*Chief Scott Thompson, The Colony (TX) Fire Department*

The focus is on five areas essential for training success.: Defining Success, Establishing Standards, Assessing Needs, Mastering the BASICS, and Making Training Personal. Participants are led through an organized thought process for developing successful training specific to the fire service. They are encouraged to apply each of these areas to their department as they are discussed. ALL LEVELS

### **Training Officer and Instructor Graduate School**

*Division Chief/Training & Safety Forest Reeder, DesPlaines (IL) Fire Department*

The next level of the Training Officer Bootcamp is here! Graduate school will challenge the most experienced instructors to move their programs up to the next levels by experiencing a best practice approach to the design and delivery of an effective and efficient training program. Current and newly appointed instructors and training officers will benefit from this interactive workshop. INTERMEDIATE/ADVANCED

### **Waving Red Flags on the Fireground 2.0: "Stop the Madness"**

*Assistant Fire Chief of Operations (Ret.) Lawrence Schultz, Washington (DC) Fire/EMS Department*

This no-nonsense, no-excuses session discusses in detail the enhanced predictability of fireground risk and the most commonly repeated fireground failures and provides students with tangible corrective actions that fit any department regardless of size or staffing. Red flags are a nationally recognized symbol used to identify some form of predictable hazard. The analysis of National Institute for Occupational and Safety Health fatality reports, Underwriters Laboratories/National Institute of Standards and Technology fire behavior studies, a greater understanding of building construction, and the personal experiences of firefighters have made the potential risks/hazards of our firegrounds highly predictable (made them "red flags"). In spite of this increased awareness, we continue to see dysfunctional fireground performance, resulting in needless injuries and deaths on a regular basis. This class focuses on the critical relationship between the incident commander and the company officer and assists firefighters and their departments in proactively avoiding preidentifiable fireground pitfalls. ALL LEVELS

### **4-Hour Pre-Conference Workshops: Tuesday, April 19, 1:30 p.m.-5:30 p.m.**

#### **Building Construction for the Street-Smart Fire Officer**

*Deputy Assistant Chief (Ret.) John Norman, Fire Department of New York*

The focus is on the risks the building creates for fire officers and other personnel. Topics covered include flashover and flame spread hazards, fire-related causes of collapse, indicators of potential collapse, categories of buildings and their resistance to collapse, building alteration hazards, truss failure, and case histories. INTERMEDIATE/ADVANCED

#### **Building the Ladder: Officer Development Programs**

*Deputy Chief Rudy Horist, McHenry Township (IL) Fire Protection District*

The answer to successful officer training, both initial and ongoing, lies beyond just the National Fire Protection Association 1021, *Standard for Fire Officer Professional Qualifications*, certification. Successful programs, although based on professional standards and references, are also tailored to the specific needs of the department. This workshop links certification training with realistic job requirement training. Rather than teaching one version of officer development, this class presents a step-by-step process for completing a needs assessment and then building a framework for officer training for both entry-level and experienced fire officers. Workshop participants will receive guidance, practical examples, and multiple opportunities for in-class application. The workshop is applicable to volunteer and career fire departments, regardless of size. INTERMEDIATE

### **Buildings on Fire: Lessons from the Fireground 2016**

*Chief of Training Christopher Naum, Command Institute, Washington, DC*

Elements of effective and adaptive fireground leadership and the hard lessons learned are presented in this highly interactive program. Extensive case studies are reviewed and applied to identify vulnerabilities and commonalities and learnings. Integrated in the program are discussions on emerging research and its effect on future strategies and tactics. Students are made aware of actions all fire departments and personnel must implement into their fireground operations to reduce operational risks and improve operations at structure fires. ALL LEVELS

### **Creating Tactical Visionaries: Seeing the Fireground Clearly**

*Deputy Chief Phil Jose, Seattle (WA) Fire Department*

The focus is on having your responders see the challenges and opportunities with a common vision to create a cohesive and an effective response team--seeing a problem with the vision to understand how the incident commander sees it, how the company officer sees it, and how the firefighter see it. Strategy is built on vision, supported by tactics, and achieved by task. This class provides leaders with the skillset to take tactical problems and create a common vision of how to achieve success through the team. Understanding how others create their tactical vision is achieved through a questions-based approach to teaching. Do your people see what you see? Learn how to answer that question with a YES! INTERMEDIATE/ADVANCED

### **Fireground Strategies: from the Textbook to the Street**

*Deputy Chief Anthony Avillo, North Hudson (NJ) Regional Fire and Rescue*

This class visits case studies, lessons learned, and other issues related to strategies on the fireground. Discussed are the importance of policy to create a safer and more organized fireground and of the "nothing showing environment" and its impact on the "something showing environment." Additional areas covered are risk assessment in the modern environment, additional alarm considerations, decentralization, exposure and water supply considerations, as well as cues to initiate strategic change. Further, command considerations for renovated and vacant structures as well as observations and operational suggestions for high-rise fires are addressed. The class will be sprinkled with case studies and lessons learned from some of the most challenging fires the instructor has commanded. ALL LEVELS

### **Five-Alarm Leadership: Real Leadership with Real People**

*Battalion Chief (Ret.) John Salka, Fire Department of New York; and Chief (Ret.) Rick Lasky, Lewisville (TX) Fire Department*

This program describes and explains the value and importance of effective leadership skills in the fire service. Many of today's problems in the firehouse and on the fireground can be traced to insufficient and ineffective leadership skills. Issues such as integrity, intensity, innovation, and interest are among the topics discussed. ALL LEVELS

### **High-Rise Operations: Strategic, Tactical, and Task Level**

*Assistant Chief David McGrail, Denver (CO) Fire Department*

High-rise firefighting is exponentially more complicated and dangerous than most other fireground operations. From a room-and-contents apartment fire to the well-involved fire floor of a commercial high-rise to the ever-present threat of a terrorist attack, you must be prepared! This workshop helps prepare you for battle. It addresses the challenges and provides real-world solutions. The ultimate goals are firefighter survival and operational success. From strategic command and control to company-level tactical operations to task-level firefighter evolutions and procedures, all of these critical, interrelated areas are explained. Lessons from past high-rise case studies provide guidance for today's "best practices" operational procedures and the recommended equipment. Attendees will apply these past lessons and new procedures to solve scenario-based high-rise fire problems. INTERMEDIATE/ADVANCED

### **How to Be a Dynamic Instructor**

*Lieutenant Steve Crothers, Seattle (WA) Fire Department*

Significant learning creates passion, passion attracts attention, and attention leads to action. A dynamic instructor who is a subject matter expert in his field is essential to an effective learning environment. So much more goes into being a successful teacher than just knowing the material. This class focuses on elevating average instructors to a higher level of teaching by concentrating on how to become passionate and engage with the students. This course uses motivating and interactive video examples to demonstrate "teach-back" techniques. The inductive teaching method is also examined and demonstrated to show how it encourages participation and reinforces student observations and understanding. The importance of building critical relationships within a classroom environment is discussed; participants will be challenged to evaluate their own effectiveness as instructors through self-assessment. ALL LEVELS

### **Implementing Compartment Fire Training Programs in Your Department**

*PhD Research Student (Group Commander Ret.) Bill Gough, Coventry University UK*

Compartment Fire Behaviour Training (CFBT) has been developed over a 25-year period in Europe, the United Kingdom (UK), and Australasia. Recent research by Underwriters Laboratories/National Institute of Standards and Technology (UL/NIST) has identified that we must challenge previous reliance on traditional firefighting training, tactics, and techniques in the North American fire services and develop alternative approaches to complement our existing standard operating procedures. This presentation takes the viewpoint of both the implementing instructors/training department and also acknowledges the problems encountered and mistakes made in other parts of the world when developing these training programs through case studies, reviews, and personal experience. Science is reviewed, prioritized, and discussed from the perspectives of what is most critical and relevant to operational firefighters. Interactive presentations of rapid fire developments highlight hazards. Videos of CFBT training evolutions

show implementation of safe effective training. The link to UL/NIST research and the impact on CFBT is discussed. ALL LEVELS

### **Medical Response to the Firefighter Mayday**

*Lieutenant David Mellen, City of Tonganoxie (KS) Fire Department*

Most current Mayday programs focus solely on finding and rescuing down firefighters, not treating them. This class focuses on both advanced life safety and BASIC life safety patient care of the firefighters from the second they are found. From smoke inhalation to burns, trauma to medical emergencies, many aspects of the Mayday patient are examined. Students will use National Fire Protection Association standards, case studies, and hands-on scenarios to develop a better understanding of the medical care needed for a down firefighter. ALL LEVELS

### **Must-Have Policies for Every Fire Department**

*Assistant Chief/Attorney at Law Bradley Pinsky, Pinsky Law Group, PLLC*

A review of the top policies every fire department must have to prevent liability, firefighter injuries, and public embarrassment. The suggested policies are derived from Occupational Safety and Health Administration (OSHA) requirements and National Fire Protection Association (NFPA) recommendations and case studies on poor outcomes in fire departments that lacked sufficient policies. Attendees learn how to create vital policies to protect their personnel and the department and how to conduct a risk analysis of their operations to determine if there are policies they must implement immediately. Among the topics addressed are the OSHA Operational Statement, physical fitness, carrying firearms, photography, training requirements and skill testing, health and safety, and drug testing. ALL LEVELS

### **No-Brainer Management**

*Chief (Ret.) Alan Brunacini, Phoenix (AZ) Fire Department*

In this highly interactive training session, Chief Brunacini discusses organizational alignment and how organizational structure can affect fireground operations, decision making, and fire department day-to-day functions. ALL LEVELS

### **Railroad Incident Safety, Planning, and Operations in the Crude Oil Unit Train Era**

*Captain Jeffrey Moran, Woodbridge (NJ) Fire Department*

The course establishes a foundation of knowledge in the area of railroad safety, planning, and operations for emergency responders. PowerPoint® slides, video segments, lecture, and case studies highlight discussion. The safety aspect covers general railroad safety including terminology, operations on/near tracks, rail equipment, wreck scene hazards and health, and fire and environmental concerns specific to crude oil. The planning portion covers interaction with railroads; the scope and magnitude of a wreck; preparing for a large-scale, long duration operation including evacuations; the need to establish track access; high-volume water supply; specialized equipment and supplies; and identifying who is responsible for the tracks. The operations segment brings safety and planning together to set strategy and tactics for a wreck. This workshop culminates with attendees participating in a tabletop exercise. ALL LEVELS

### **SLICE-RS: from the Beginning**

*Division Chief Eddie Buchanan, Hanover (VA) Fire-EMS*

Participants are walked through the implementation of fire dynamics research in their department, the reasons for the tactical change, and best practices to achieve consistent performance on the fireground in a manner that is aggressive and effective. They learn what they need to manage the resistance to change and the tools they can use to get their department operating effectively as soon as possible. ALL LEVELS

### **Specifying Fire Apparatus, Back to BASICS**

*Battalion Chief (Ret.) William Peters, Jersey City (NJ) Fire Department*

This class covers apparatus replacement justification; types of apparatus and what will best suit the purchaser; how to use National Fire Protection Association 1901, *Standard for Automotive Fire Apparatus*; conducting research; how to write the all-important general requirements (boilerplate); how to convert manufacturers' sample specifications into your own; conducting factory inspections; and acceptance and delivery of your new apparatus. ALL LEVELS

### **The 7 C's of Fire Officer Trust**

*Battalion Chief John Alston, Jersey City (NJ) Fire Department*

The skills that make good fire officers of all ranks are the focus. Students are led through each component and interact in groups to determine how to acquire and develop such traits. Components of the National Fire Academy "Shaping the Future" course are also addressed. ALL LEVELS

### **The Art of Reading Buildings**

*Battalion Chief (Ret.) John Mittendorf, Los Angeles (CA) Fire Department*

This overview on reading buildings focuses on four elements: (1) class, (2) age, (3) size, and (4) type. Once a foundation is established, video of practical examples are used to allow the students to use the preceding information to read various types of buildings to evaluate their strengths and hazards for fireground operations from a perspective of operational tactics and safety. ALL LEVELS

### **The Privilege of Leadership**

*Vice President of University Relations Billy Hayes, Columbia Southern University*

This program reflects on effective leadership behaviors that can be demonstrated when the situation calls for strong leadership presence. People don't always need permission to step in and lead when circumstances require it, but when good leaders are given an opportunity to be in charge, they firmly take charge and recognize that leadership is indeed a privilege. Students will look at historical leaders, the challenges they faced, and the actions they took when given the privilege of leadership. Students become aware that the cornerstone of exercising effective leadership is having a clear understanding of the definition of what a leader is and doing leadership things instead of only saying leadership things. ALL LEVELS

### **Using Human Error as a Tool to Build a Safety Culture**

*Research Coordinator/Lecturer Shawn Pruchnicki, The Ohio State University*

On the surface, firefighters make choices that in hindsight appear to be dangerous or to not make sense. Sometimes, these decisions may be casually noticed while on the fireground after an incident or, worse, after an accident. The accident rate in our business is not dramatically decreasing because of how we examine these events and a culture that remains pervasive to

change. An aviation expert and former firefighter, the presenter walks you through a more productive way to view human error and ways better understand and manage these "erroneous-in-hindsight" decisions during debriefing settings. Benefit from the presenter's experiences of investigating numerous major airline accidents and hundreds of incidents across numerous fields by becoming more proactive with regard to the problems facing your department. Benefit from the presenter's experiences of investigating numerous major airline accidents and hundreds of incidents across numerous fields by becoming more proactive with regard to the problems facing your department. ALL LEVELS

### **Volunteer or Combination Fire Department Managers Academy**

*Firefighter Michael Dallessandro, Grand Island (NY) Fire Company*

In most cases, today's leaders of volunteer or small combination fire departments rise through the ranks one year at a time, gaining their knowledge through fire service course work or hands-on experience. Often, they do not receive training specifically relating to management concepts and principles based on business strategies and philosophies. This workshop provides this type of introductory training through mini-modules in each of the following topics: understanding fire department studies, reviews, and long-range planning; managing fire service resources through GIS mapping; fire department facilities, needs, maintenance, and long-range planning; fire department vehicle and fleet management and needs assessments; and understanding National Fire Protection Association 1720, *Standard for the Organization and Deployment of the Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments*. Any attendee can benefit from this session; however, this is a must-have workshop for new or future officers especially fire service emerging leaders ages 18-28. BASIC

### **Why Fire Prevention Education Doesn't Work in Today's Fire Service**

*Assistant Chief of Training and Prevention Becki White, Eden Prairie (MN) Fire Department*

There has been a larger focus on fire prevention and community risk reduction, but there is little information on how to evaluate risks and develop programs beyond the one-size-fits-all messages that don't necessarily meet the needs of all communities. The fire service is taking a fresh look at tactics, but our prevention messages, in many cases, haven't changed in decades. We need to align the current fire environment and risks with our communities in the messages we're delivering. ALL LEVELS