

# COURSE DESCRIPTIONS FOR 2017

(Detailed presenter biographies can be found under the “Speaker Bios” tab on the VFCA Conference Website)

## Wednesday February 22, 2017

**NFPA 1031 Recertification Hours** (8 AM - 5 PM)  
**Presenters: VDFP Staff**

The course is open to all state and local inspectors and will provide CEU's for those that are currently certified with the VFMA and require recertification credits. Conference attendees are encouraged to take advantage of this opportunity to earn much needed recertification hours. **This course qualifies for 8 hours towards 1031 recertification.**

**Buildings on Fire: Lessons from the Fireground 2016** (8 AM - Noon)  
**Presenter: Chris Naum**

This program will present and lead you through past History Repeating Events (HRE) and present leading insights and findings from pertinent case studies. NIOSH LODD Investigative Reports and After Actions Reports will be used to conduct a facilitated examination of apparent and contributing factors and to analyze and review the recommendations and actions to prevent similar events from occurring again. Elements of effective and adaptive fireground leadership and the hard lessons learned will be presented in this highly interactive program. Select case studies will be reviewed and applied to identify gaps and vulnerabilities. Lessons from the fireground resonate with recommendations and actions that all fire departments and personnel must recognize and implement in future fireground operations in order to reduce operational risks and improve incident mitigation during structure fires.

**Being a Better Fire Instructor: Instructor Development** (10 AM - Noon)  
**Presenter: Brian Kazmierzak**

This course primarily serves to give instructors, most of whom already have years of instructional experience within their own organizations, insight into adult education principles as well as the opportunity to comment on and improve their instructional style. The course focuses on enhancing instructional skills that may be applied within their organization's courses, but it also discusses organization specific policies, procedures and practices. The goal of this course is to ensure instructional excellence by providing a forum for experienced instructors to share their experiences with participants and learn together, both during discussions of instructional techniques and in commenting on each other's presentation skills during prepared teach backs.

**Live to Train Another Day** (1 PM - 3 PM)  
**Presenter: Brian Kazmierzak**

Every year about 90 Firefighters die in the line of duty in the United States. This class aims to reduce firefighter deaths and injuries by presenting several topics which directly relate to firefighter safety that can be influenced by safe training operations. This class will cover a variety of topics to keep the Type A personality firefighter entertained and engaged during the session. Videos, case studies and class discussions will be used to create a focus on providing safe training and fireground operations. Our #1 goal as training officers is to empower a safety

mind set and environment to assure that all firefighters return home regardless of what tasks they are performing. In addition, we must focus on attitude, as it is usually attitude that gets us in trouble. Drill ground skills, academic skills, and physical fitness must be a part of our safety and training routines. This course will look at the history of fire service training injuries and deaths and how to prevent them from occurring. Other items discussed will include: safety mindset in training; key training safety aspects; hands on training safety; live fire training safety and how safety in training leads to a safer fireground.

**Adaptive Fireground Management for Command & Company Officers (1 PM - 5 PM)**  
**Presenter: Chris Naum**

There is an immediate need for today's emerging and operating command and company officers to increase their foundation of knowledge and insights related to the modern fire dynamics, building occupancy, building construction and fire protection engineering. This knowledge should then be used to adjust and modify traditional and conventional strategic operating profiles to modern research based tactics in order to safeguard companies, personnel and team compositions. Strategies and tactics must be based on occupancy risk, not occupancy type, and must have the combined adequacy of sufficient staffing, controlling the fire dynamics, fire flow and tactical patience orchestrated in a manner that identifies with the fire profiling, predictability of the occupancy profile and accounts for presumptive fire behavior. Structural fire engagement requires a balance of tactical discipline, tactical patience and predictive insights of the building executed within an Adaptive Fireground Management (AFM) model. This is an interactive and thought provoking program that challenges conventional fire service paradigms and explores leading edge theories from across the American fire service.

## **Wednesday and Thursday, February 22-23, 2017**

**Chief Officer 101 (8 AM - 5 PM Daily)**  
**Presenters: Various State and Local Officials**

This 16 hour program will cover key subject matter relevant to all chief officers. Topics include: roles and responsibilities of a chief officer; legislative and political role of the fire chief; OSHA/legal/safety/NFPA/ISO; funding, budgeting and financial management; training and credentialing your department; fireground operations; understanding state agencies; and understanding the Virginia Line of Duty Act.

## Thursday, February 23, 2017

### **NFPA 1031/1033 Recertification Hours**

**(8 AM - 5 PM)**

**Presenters: VDFP Staff**

The course is open to all state and local fire marshals, investigators and inspectors and will provide CEU's for those that are currently certified with the VFMA and require recertification credits. Conference attendees are encouraged to take advantage of this opportunity to earn much needed recertification hours. **This course qualifies for either 8 hours of 1031 or 8 hours of 1033 recertification.**

### **Shaker's Forum**

**(8 AM - 5 PM)**

**Presenters: Mark Light and Chris Eudailey**

Designed for chief officer level issues, this facilitated discussion will involve all participants in an open forum environment. Facilitators will work with the participants to develop a list of subjects relevant to today's fire service. The group will discuss the various "hot topics" and share information on successes, challenges and best practices. The Shaker's Forum is the ultimate in fire service networking. Come and join the group of fire service Shakers and learn from the real world experiences of your peers and colleagues.

### **Joint Information System/Center Planning for Public Information Officers**

**(8 AM - 5 PM)**

**Presenters: Jason Elmore and Larry Hill**

This one-day course is designed for public information officers (PIOs) to establish and operate in a Joint Information System/Center (JIS/JIC). The purpose of the course is to build on the solo PIO competencies gained in the basic PIO courses and apply those skills in an expanding incident. Participants will also gain a working knowledge of operational practices for performing PIO duties within the NIMS multiagency coordination system. Students who plan to attend this class are strongly encouraged to take IS-29: PIO Awareness and G-290: Basic PIO or have experience working as a public information officer. The IS-29 is available at <http://training.fema.gov/EMIWeb/IS/is29.asp>

### **Mental Health First Aid for Public Safety**

**(8 AM - 5 PM)**

**Presenter: Michael Allora**

Mental Health First Aid USA teaches a 5-step action plan encompassing the skills, resources, and knowledge to help an individual in crisis connect with appropriate professional, peer, and self-help care. Participants learn the unique risk factors and warning signs of mental health problems, build an understanding of the importance of early intervention, and, most importantly, teach individuals how to help someone in crisis or experiencing a mental health challenge. The course is taught to firefighters, police, first responders, corrections officers, and other public safety audiences around the country. Mental Health First Aid for Public Safety provides officers with more response options to help them deescalate incidents and better understand mental illnesses so they can respond to mental health related calls appropriately without compromising safety. This program is included on the Substance Abuse and Mental Health Services Administration's National Registry of Evidence-based Program and Practices and is managed by the National Council for Behavioral Health. Course objectives include:

introduce participants to risk factors and warning signs of mental health problems, demonstrate how to offer initial help in a mental health crisis and connect people to the appropriate professional, peer, social, and self-help care; teach common risk factors and warning signs of specific illnesses like anxiety, depressions, substance abuse, bipolar disorder, eating disorders and schizophrenia; provide firefighters and other emergency responders with the tools to defuse common mental health crises; promote mental health literacy; and combat the stigma of mental illness. **There is a 30 student limit for this class.**

**Advanced Burn Life Support (ABLS)**  
**Presenter: Dr. Michael Feldman**

**(8 AM - 5 PM)**

The quality of care during the first hours after a burn injury has a major impact on long-term outcome; however, most initial burn care is provided outside of the burn center environment. Advanced Burn Life Support (ABLS) programs provide knowledge for immediate care of the burn patient up to the first 24 hours post injury. ABLS programs support emergency preparedness, mass casualty incidents focusing on triage, burn survivability, prioritizing transport of patients and patient treatment. Understanding the dynamics of ABLS is crucial to providing the best possible outcome for the patient. The ABLS course is designed to provide physicians, nurses, nurse practitioners, physician assistants, paramedics, and EMTs with the ability to assess and stabilize patients with serious burns during the first critical hours following injury and to identify those patients requiring transfer to a burn center. The course is not designed to teach comprehensive burn care, but rather to focus on the first 24 post-injury hours. ABLS education helps first responders and health care providers learn how to assess severity of the burn injury, provide appropriate treatment and determine need for transfer to a burn center. **Students successfully completing this class earn 8 Category 1 EMS CEU hours. There is a 25 student limit for this class.**

**The Irons Academy: H.O.T.**  
**Presenters: Jeremy Williams and William Reynolds**

**(8 AM- 5 PM)**

As many fire ground tactics and procedures continue to evolve, the focus tends to fall away from foundational fire ground skills. No matter your stance on current fire ground tactical debates, you will always need to access a building; however, many firefighters are not proficient at accessing buildings. This course focuses on increasing efficiency through proficiency. The Irons Academy places a focus on using the most reliable tools, the irons, for accessing buildings. Learning and proficiency is achieved by understanding the tools and developing a system of steps that will allow the attendee to establish a working foundational approach when forcing doors with conventional tools. This course is focused on strengthening and building upon the participant's foundational forcible entry skill sets and developing muscle memory. The instructors will focus on what academies and manuals commonly fail to teach or explain, and will demonstrate and teach street proven techniques. This course is reality based training, and not theory based teaching. **Requirements: Full firefighting PPE, SCBA and mask. Hearing protection is recommended. Students are recommended to bring any forcible entry tools they want to use. This is a full 8 hour course with hands-on work. This course can be physically demanding at times. Students should be in good physical condition. This course will be held at the Virginia Beach Training Center. There is a 25 student limit for this class.**

## **PUBLIC SAFETY TECHNOLOGY FORUM**

(This 8 hour forum takes an in-depth look at the various uses of technology related to public safety. Each module is presented as stand-alone offerings; therefore attendees may attend one or more modules.)

### **Digital Technology and Data in the Fire Service**

**(8 AM - 9:30 PM)**

**Presenter: Dave Morales**

Digital technology and big data are transforming the fire service. Rugged mobile computers, tablets, high speed wireless connections, robotics, geo-location and predictive analysis are presenting a powerful disruption to business as usual for public safety. How fire and EMS responders work, communicate, collaborate and maintain situational awareness is under constant evolution. Join us as we discuss these issues in an open forum, share lessons learned and seek answers in this changing technology landscape. This facilitated program will allow attendees to discuss and share their unique perspectives, challenges and solutions. All attendees are encouraged to engage, question and share.

### **GIS and Community Risk Reduction**

**(9:45 AM - 10:45 PM)**

**Presenters: Joseph Powers and Mike Cox**

This course will discuss the connection between GIS and community risk reduction programs. Attendees will gain the following: a basic understanding of what GIS is and the ability to explain its use to your peers; an understanding of the community risk reduction resources available to agencies through GIS utilization; and learn how to effectively identify gaps in service and areas for which GIS data visualization may be beneficial to your agency.

### **A Day in the Life of a Toughbook**

**(11 AM - Noon)**

**Presenters: Jen Scott and Chad Tulumalo**

Panasonic will demonstrate the applications and uses of mobile computers (Toughbook and ToughPad) in the fire and EMS environment. They will discuss the meaning of rugged and how Toughbook and ToughPad computers are developed to withstand the rigors of a fire and EMS atmosphere. Also discussed will be the common accidents and incidents related to Toughbook computers, how to avoid or fix the problems when they do occur; and what the future holds for Toughbook and ToughPad applications.

### **Right Sizing the Response**

**(1 PM - 2 PM)**

**Presenter: Joseph Powers and Mike Cox**

This class will identify the effective methodology to differentiate response recommendations between one structure and another. These decisions should be more than just gut feelings. Right-sizing your response requires more than just identifying the property use-group. Hinging on your local government's available data, agency can easily provide responses based on a variety of unique features. The objectives of this class are to understand and be able to explain the fire hazard classification methodology used by the Henrico County Division of Fire; understand how to effectively implement a fire hazard classification for every address within your response area; and understand how to implement a similar process in your agency in order to right-size your emergency response patterns.

**How smart is SMART Software?**

**(2:15 PM - 3:30 PM)**

**Presenters: John Brophy and Dan Thompson**

Representatives from Daly and SMART Technologies will present an overview of the SMART flat panel display and Kapp IQ appliance. They will review interactive capabilities of SMART software and how it can tie in with increased collaboration for staff in a training environment and remote staffing situations. Daly and SMART staff will be available for questions and hands-on use of the application following the demonstration. Applications related to potential hazmat, incident command, special event and medical training opportunities will also be discussed.

**How Busy is Busy?**

**(3:45 PM - 5 PM)**

**Presenter: Joseph Powers and Mike Cox**

Based on a recent evaluation of increased call loads within the Henrico County Division of Fire, this presentation will discuss various methodologies for analyzing and identifying benchmark commitment factors for response units. The majority of this class will be based upon the research and findings of the instructor and his May 2016 *Fire Engineering* magazine article. With no national standard or hint of common analysis methods in the country, this program will cover the following objectives: identify and easily digest simple methods for data analysis related to unit incident commitment; understand how commitment benchmarks can identify over and under resourcing in your agency; gain confidence in analyzing your agency's commitment levels while being able to articulate findings in a simple and understandable format; and identify simple methods for relaying illustrated data to your agency's policy makers.

**+++++END OF PUBLIC SAFETY TECHNOLOGY FORUM +++++**

**LEADERSHIP AND MANAGEMENT SYMPOSIUM (Day 1)**

(Important Note: Formerly known as the Company Officer Symposium, this is a two day, 16 hour offering; however, each day and module are presented as stand-alone offerings, therefore attendees may attend one or both days, any or all modules. These classes are applicable to all fire and EMS personnel, regardless of rank.)

**Operational Excellence on Today's Evolving Fireground**

**(8 AM - Noon)**

**Presenter: Chris Naum**

This program will discuss integrated leading insights and emerging concepts and methodologies related to fireground tactical theory; suppression needs for effective combat operations; and methodologies for operational excellence and firefighter safety. This is an interactive and thought provoking program that challenges conventional fire service paradigms and explores leading edge theories from across the American fire service. This program will introduce new strategic, tactical and operational considerations due to building construction, extreme compartment fire behavior and occupancy risks that are often deemed controversial. Discussions will include adaptive fire ground management (AFM); predictability of building performance; risk management; command resiliency; and tactical discipline and patience.

**Fires in the Fire House**  
**Presenter: Jesse Quinalty**

**(1 PM - 5 PM)**

The presenter will share his experiences gained from serving 14 years as a station captain. As a seasoned captain, he knows that he will put out more fires in the fire house than he ever will on the streets of his community. This presentation will provide tactics and strategies needed to fight your most difficult fires using fire based analogies. Information discussed includes:

- Building Construction: Understanding how your employees are built
- Size Up: Sizing up the incident (false alarm, smoke showing, working fire, etc)
- Performing a 360: Gathering the facts
- Applying Tactics: RECEO VS for personnel issues
- Incident Command: Being the designated adult
- Knowing when to pass command

This presentation will conclude with “fire” simulations and conducting an after action review.

**++++END OF LEADERSHIP AND MANAGEMENT SYMPOSIUM DAY 1 +++++**

**Modern Fire Behavior**  
**Presenter: Brian Kazmierzak**

**(8 AM - Noon)**

This class will provide a firsthand look at the UL/NIST Modern Fire Behavior/Dynamics studies and show instructors how they can be delivered and instituted in their fire departments. Controversial to some, so be prepared for some great discussion, but in the end, no one can argue with the numbers and the studies – these will change how the ENTIRE fire service operates. Students will also be provided with all materials necessary to deliver this program at home! You don't have to look far for good discussion regarding fire command, control, accountability and especially.....fire behavior. The information learned from NIST, UL, ISFSI, IAFC and others are additional tools for your fireground toolbox which should be used as indicated base on your 360 size-up. Please don't throw away your previously learned tools, tactics and procedures, instead add them to your new tools. We must learn to take worthy risks, not risks that are predictable. To better manage our risks, we must understand the expected consequences of our actions and focus on what's best for the people fighting the fire. Learning objectives for this class include: understand the history of modern fire attack and tactics; understand current knowledge versus beliefs of the most recent UL/NIST findings; understand the results of the Spartanburg and UL test burns; understand the SLICE-RS mnemonic and to teach instructors how to deliver this material appropriately to both the firefighter and officer levels of their department.

**The 6 “T’s” of Fire Service Learning**  
**Presenter: Jesse Quinalty**

**(10 AM - Noon)**

This class discusses the six areas of fire service learning that shape us as firefighters, company officers and as an organization as a whole. It emphasizes how your organization can change its approach to training and learning in regards to training budgets, fire service culture and better instruction. The six “T’s” include training, testing, teaching, tradition, triumph and tragedy.

**Leading Diverse Teams**  
**Presenter: Linda F. Willing**

**(10 AM - Noon)**

Diversity is a critical aspect of good group decision making. But many people think of diversity only in traditional legal terms of race, gender, ethnicity, etc. This workshop will look at diversity in all its forms and explore how diversity can be utilized in developing and leading effective teams. The program will focus on practical skills through the use of case studies and examples. The format is highly interactive.

**The Buck Stops Here: Creating and Maintaining a Culture of Accountability**

**(10 AM - Noon)**

**Presenter: Tim McKay**

This program will explore the concept of accountability as a leadership principle from multiple perspectives. On one hand, accountability is a leader being responsible for one's own actions, choices, and behaviors. Leaders don't blame others for what happens. Leaders make things right. And while it's critical to lead from the top and model this behavior, creating a culture of accountability throughout the organization is paramount to long-term success. True success is not defined by enforcement and compliance, but with volunteered accountability, where employees WANT to do the right things, WANT to demonstrate their commitment to the agency, and WANT the team to be ultimately successful. This program will use an interactive lecture format to engage attendees in the process of defining personal accountability, developing the skills to hold others accountable, and creating a culture of volunteered accountability as part of a recipe for organizational success. Topics such as integrity; seeking input from others; willingness and methods to have the tough conversations when needed; and focusing on relationships, not rules, will be discussed. The objectives for this class include defining personal accountability and discussing techniques for creating a culture of accountability within an organization.

**YAK! Leadership: Knowing Isn't Always Enough**  
**Presenters: Erick Adams and Jacob Evans**

**(1 PM - 5 PM)**

The YAK Leadership class is a dynamic and diverse class which begins with a motivational message followed by a leadership class. Most leadership presentations tell you which traits are important, define the traits, and even tell you why they are important. Unfortunately it stops there. They never complete the training and teach how to change. If you want a simple, systematic plan to actually change yourself to obtain these character traits, "YAK! Leadership" is the class for you. Class will consist of PowerPoint, worksheets, class discussion and role playing.

**Accidents, Mistakes, and Bad Decisions**  
**Presenter: Linda F. Willing**

**(3 PM - 5 PM)**

Accidents, mistakes, and bad decisions have different causes and should be handled differently for the best outcomes. All three provide learning opportunities and all three involve accountability, but to treat them all the same undermines leadership and trust within the organization as well as increases the likelihood that the bad action will be repeated. This workshop will use fire service scenarios to explore the differences among these three events, and will also provide specific tools and tips for making better decisions both individually and organizationally. The format will be highly interactive.



## Friday, February 24, 2017

### **NFPA 1033 Recertification** **Presenters: VDFP Staff**

**(8 AM - 5 PM)**

The Virginia Department of Fire Programs (VDFP) will present this eight hour program designed to meet a portion of the recertification requirements for NFPA 1033 investigator certification. Conference attendees are encouraged to take advantage of this opportunity to earn much needed recertification hours. **This course qualifies for 8 hours towards 1033 recertification.**

### **Search and Rescue for First Responders** **Presenters: Billy Chrimes and Kevin Brewer**

**(8 AM - 5 PM)**

This course is designed for law enforcement, fire and emergency services personnel who are the first responders to search and rescue incidents. The intent of the course is to provide enough tools to adequately evaluate an incident and to take appropriate initial actions in the first six hours of the incident. The course will cover topics in resources, initial actions, search operations, and end in a table top exercise. **This is a certification course.**

### **Tactical and Command Center Training** **Presenters: Joe Bailey and Wally Burris**

**(8 AM - 5 PM)**

This session will be action packed with participants actively engaged in role playing under real time stress imparted scenarios using Fire Studio Software. Scenario settings shall include single family dwellings, town homes, apartments, and commercial structures. The goal of this educational session shall be to present simulated incidents to personnel to promote confidence in their capability to control and manage structural incidents through various elements of the incident command structure ranging from company officer to Incident Commander. Following a 45-minute introduction and briefing, selected participants will be assigned as response units and dispatched per generic protocols described during the initial briefing. Units with individual radios will report to one of three locations based on their role and assignment: One area will provide a view from the alpha side/interior; another area for the Charlie side/interior and a third area will serve as the formal incident command post. Incident simulation conditions change and will be affected by participant actions or inactions. Each scenario has predetermined learning objectives which are discussed in length during an extensive after action review of each incident. Each simulation assessment shall be evaluated in three areas: initial on scene actions; technical and tactical decision making; and command and control issues/resource tracking. Whether you are preparing for the tactical exercise for promotion or just need to boost your confidence, this class will be beneficial and rewarding! **There is a 32 student limit for this class.**

**Engine School: H.O.T.**

**(8 AM - 5 PM)**

**Presenters: Carlton King, Jim Courtney, Brad Harris, Darren Lucas, Pat Sheehan and Shaun Whitely**

This class is centered on engine company firemanship and reinforces the transition from “proficiency to mastery” in the following engine company disciplines: nozzle theory and nozzle mechanics; water application; hoseline deployment; ladders; and forcible entry. This course is comprised of four H.O.T. stations, operating on two hour rotations. Each student will participate in each station. **This course will be held at the Virginia Beach Training Center. PPE is required. There is a 32 student limit for this class.**

**Heavy Wrecker Operations: H.O.T.**

**(8 AM - 5 PM)**

**Presenter: John Burruss**

Vehicle accidents involving large trucks and buses are becoming more frequent and fire-rescue personnel are ill-prepared and trained to meet this unique challenge. One way of dealing with large transportation vehicle accidents is to involve the use of heavy wreckers and collapse-rated rescue equipment. This course teaches rescuers how to interface with towers and better understand how their commercial heavy wreckers can help turn accidents that took hours in the past to mitigate into minutes. A two hour classroom session will teach rescuers the nuances of heavy wreckers, while the remainder of the day will be hands-on training reviewing heavy rescue lifting equipment limitations, proper use, and heavy wrecker rigging for lifting and moving large trucks. **This course will be held at the Virginia Beach Training Center. PPE is required. There is a 32 student limit for this class.**

## **VOLUNTEER SUMMIT**

(Important Note: Each module is presented as stand-alone offerings; therefore attendees may attend any or all modules. These classes are applicable to all fire and EMS personnel, regardless of rank.)

**The Professional Volunteer Fire Department**

**(8 AM - 9:45 AM)**

**Presenter: Tom Merrill**

The main purpose of this presentation is to deliver the message that 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. The presentation begins by stressing the importance of embracing the responsibility that comes by wearing the title of firefighter. These responsibilities are reviewed and feedback and comments are welcome and encouraged in an attempt to gain audience support for the main message. In addition to defining and citing examples of professional behavior, the audience is provided with a series of ideas or building blocks to assist with developing and maintaining a professional operation in their own department. The presentation examines how prospective members are attracted to the fire service and how new members are introduced not only to the unique volunteer fire service culture, but to the general fire service as well. It discusses the importance of regular and organized training drills and offers ideas on how to make them creative and

pertinent and how that can help lead to better drill attendance and ultimately better on scene performance. It reviews today's viral appetite for instant (sometimes inaccurate) news and examines how social media can both negatively and positively impact a department's professional reputation. The importance of good solid customer service skills (called social fitness in the presentation) are reviewed as well as how attending community events and details can also enhance a department's professional image. One of the building blocks focuses on leadership training and the importance of implementing sound officer development programs within our departments. The program concludes by discussing the importance of celebrating fire service history and heritage and promoting the student's own department's unique history and heritage. Class participants will learn that successfully creating and maintaining a professional image can help with membership recruitment and retention; fund drives; and building political support within the community. Attendees will walk away from the presentation with a clear understanding that developing, maintaining and upholding a professional reputation is the duty and responsibility of all firefighters – paid or volunteer.

**Building a High Performing Team Through Coaching**  
**Presenter: Randy Keirn**

**(10 AM - Noon)**

Stop mentoring and start coaching! Coaching is one of the most powerful tools a leader can possess to develop others. When effectively applied, leaders can accelerate the growth of others. In addition to being more effective in developing individuals and teams, coaching skills are some of the most powerful skills one can learn to become a better leader. As a professional coach, the presenter will share his coaching secrets and provide you with solid skills and techniques that can be implemented immediately. Learning outcomes include: understanding the power and effectiveness of coaching; developing effective questioning and listening skills; and practicing coaching skills with others.

**Meeting New Challenges in Volunteer Fire Leadership**  
**Presenters: Kelly Walsh and Dan Jones**

**(1 PM - 5 PM)**

Did you know that 68% of firefighters are volunteer or paid per call; in Virginia only 11% are career or mostly career organizations; 60% of a volunteer's work time is spent fundraising; and that society changes make recruitment difficult? Effective recruitment is the toughest job in the volunteer fire service and it could not be more critical to the well-being of our communities. This workshop will brainstorm some of the most pressing issues facing the volunteer fire service today and work on developing solutions. This is an interactive workshop for anyone interested in advancing the volunteer fire service in new and interesting ways. Examples of topics include:

- Leadership influence: how can you be heard in all of this noise?
- What is a totally different way to recruit and retain? Inventing a new brand to attract new people to this honorable service tradition.
- Motivating volunteers in today's environment; and keeping them engaged.
- Participants' choice: as a group, attendees will brainstorm issues that are their top concern and select one concern to process through an "Improvement Lab" on site.

**\*\*\*\*\* END OF VOLUNTEER SUMMIT \*\*\*\*\***

## **SLAB SAVERS**

**(8 AM - Noon)**

**Presenter: Jesse Quinalty**

This program first looks at the SLAB (Safety Profile, Life Profile, Air Track and Building) and utilizes the information to come up with a strategy. More importantly, a decision will be made whether the fire is offensive or defensive based on this situational awareness and 360 walk around. This program is aligned with the IAFC's Rules of Engagement and the NFFF Everyone Goes Home Program and works through a risk versus gain process. The program will discuss how to develop tasks and tactics for this strategy using the division of labor. The tactics are assigned based on SAVERS: search and rescue; attack; ventilation; extension and exposures; rapid intervention crew (RIC) and salvage. This interactive course utilizes digital simulation and dash cam videos to enhance the rapid decision making process. This course reviews basic command elements during structure fires with a focus on new fire behavior, reading smoke, risk assessment and control of resources. It focuses on condition reports using the UBELOWME method.

## **Going the Distance on Your Road to Leadership**

**(8 AM - Noon)**

**Presenter: Paul Strong**

This class is about living your life as a leader by developing and reinforcing daily habits and setting goals that you put into action to strengthen your leadership development. Attendees will go beyond the usual discussion of character traits and map out a course of action that will put them on a road of successful personal growth. Whether you're a seasoned veteran or just starting out, this class offers a plan of action to fit everyone as we identify the high standards of leadership, your current performance, and how to close the gap. This interactive class will get you to think about yourself from a broad perspective and help you identify where you can start, or strengthen, your leadership development. Participants will identify how to reinforce or change patterns of behavior in order to strengthen leadership transformation and development and apply leadership skills to everyday life. In addition, attendees will realize how specific goal setting produces desired results with leadership actions and behaviors. The presenter will also discuss how to change other's perception of you as you focus on your leadership goals through practice and practical application. The goal of this class is to go beyond the typical leadership class as you discuss how to put it all into action to change habits and develop a new normal of the leader within you.

## **ADMINISTRATIVE PROFESSIONAL'S DAY**

### **Using Emotional Intelligence to Turn Down the Heat of Stress and Conflict (8 AM – Noon)**

**Presenter: Paula King**

This course is designed to help individuals use emotional intelligence as a means both to mitigate potential negative effects of a variety of work stressors and conflicts, and to maintain overall well-being. The session will introduce the concept of emotional intelligence and explore its four components. The instructor will identify strategies to increase our competency under each area and enhance our ability to use emotional information as a tool in enriching interpersonal relationships and enhancing personal effectiveness. Discussion during the session will review the basics of stress management, to include exploration of common stressors, the various manifestations of stress, and tested strategies to respond to stress in healthy and productive ways. Additionally, it will explore common causes of conflict, examine various conflict

resolution styles, and identify ways to turn conflict into a valuable tool for innovation and collaboration in the workplace. Participants will gain a better understanding of the impact of emotions on behavior, especially in challenging situations. Attendees will be encouraged to recognize their power in those situations, and to use that power to effectively manage themselves and productively influence others.

**\*\*\*\*\* END OF ADMINISTRATIVE PROFESSIONAL'S DAY \*\*\*\*\***

**Agency Branding: A Call for Action for Recruitment, Engagement and Retention (10 AM - Noon)**

**Presenters: Michael Phibbs and Walter Blake Stephens**

In today's challenging environment, where people connect through electronic devices rather than face to face contact, agencies may find it difficult to recruit, engage and retain professional and volunteer firefighters. The key is not just marketing but building a brand around your agency. Come learn how to create your story (brand) and develop a call to action which engages people. Throughout the class, attendees will have opportunities to work on exercises to develop principles that make a great brand. During the training, key elements of a successful brand will be discussed, such as how to tell your agency's story, develop your call to action, and deal with social media success and disasters. Your agency's history is still being written, so develop your brand and make your story unforgettable.

**Accidents, Mistakes, and Bad Decisions (10 AM - Noon)**

**Presenter: Linda F. Willing**

Accidents, mistakes, and bad decisions have different causes and should be handled differently for the best outcomes. All three provide learning opportunities and all three involve accountability, but to treat them all the same undermines leadership and trust within the organization as well as increases the likelihood that the bad action will be repeated. This class will use fire service scenarios to explore the differences among these three events, and will also provide specific tools and tips for making better decisions both individually and organizationally. The format will be highly interactive.

**Volunteer Fire Service Emerging Leaders Program (1 PM - 5 PM)**

**Presenter: Mike Dallessandro**

The American fire service has done an exceptional job of developing its officers and leaders with excellent training in the areas of fire ground attack, and other topics. However, today's volunteer fire departments have become a complex business requiring future leaders and officers to possess a broad knowledge base of fire ground operations and also an equal blend of knowledge related to long-range planning, people and personnel management, and conflict resolution. This program introduces attendees, who are the "future of the fire service," to information related to leadership, professional conduct, ethics, core values, social media, personnel management, long-range planning, NFPA 1720 and other critical topics. This session is aimed at up and coming fire department leaders, however anyone can attend. This entertaining and interactive session is a must for any fire service leader.

## **OSHA and Elevators: What Can Get You in Trouble?**

**(8 AM - Noon)**

**Presenters: Jeremy Williams**

This lecture based program examines the challenges often overlooked by organizations that respond to elevator emergencies. Due to the evolution of technology and building construction, we are seeing elevators almost everywhere, and more responders are responding to elevator emergencies and non-emergencies. However, with this call volume increase or increased potential, there is still very little information on how to deal with these events. Firefighters are problem solvers and they will do whatever they can to solve a problem with the best of intentions. However, if improper actions are performed when dealing with elevators, the repercussions could be catastrophic for the individuals and their organizations. Due to these concerns, this program focuses on educating participants in managing elevator situations. The focus of this class centers on how OSHA regulations describe elevator emergencies and how responders can set themselves up for success. This program will review the implementation of Norfolk Fire Rescue's elevator program while discussing the challenges surrounding its implementation. Presenters will lead a discussion around multiple near misses and critical events that occurred in Norfolk when dealing with elevator emergencies and non-emergencies. These events will be broken down to better understand how they could have been prevented while allowing the attendees to strengthen their working knowledge on how to handle these types of events in the future.

## **LEADERSHIP AND MANAGEMENT SYMPOSIUM (Day 2)**

(Important Note: Formerly known as the Company Officer Symposium, this is a two day, 16 hour offering; however, each day and module are presented as stand-alone offerings, therefore attendees may attend one or both days, any or all modules. These classes are applicable to all fire and EMS personnel, regardless of rank.)

### **Understanding Cancer in Virginia's Fire Service**

**(8 AM - Noon)**

**Presenters: David Creasy, Robert Moreau, Joe Schumacher and Nick Baskerville**

The Company Officers Section of the VFCA will host three panel members: one each from the Firefighter Cancer Support Network and the International Firefighter Cancer Foundation; and a recent cancer survivor. Each panelist will speak about their respective understanding of the cancer puzzle. Panelist will answer preselected questions in addition to questions from the attendees. Join this group as they work to gather the pieces of research, prevention and support available on a state level. The goal of the program is to educate Virginia's fire service about cancer, its prevention, and if necessary, how to cope with a personal cancer diagnosis.

### **The Simple Truth: It All Comes Down To This...Leadership!**

**(1 pm - 2:45 PM)**

**Presenter: Randy Keirn**

As a leadership trainer, I have had the opportunity to travel around the world and work with leaders and teams in a variety of industries. What I have come to realize is that it always comes down to just ONE thing...leadership. I don't need to know WHAT the problem is anymore. I just need to know WHO the problem is. The good news is that most people can be helped. I am actually proof of that...let's just say that my time as a new lieutenant didn't go as planned. More good news (at least for me), I made it through and learned from it. Leadership can be learned. This session is designed to have an open dialogue about leadership and participants will be encouraged to engage in a real leadership conversation.

**RIC for REAL: Lessons Learned From Realistic Rapid Intervention  
Training  
Presenter: Paul Strong**

**(3 PM - 5 PM)**

This class is about the detailed lessons learned from realistic, hands-on, rapid intervention training. 400 firefighters were put to the test in stressful training environments that challenged everything they have ever been taught. Firefighters were challenged in their basic skills, officers challenged in critical decision-making, and crews were challenged in their efficiency, choreography, and coordination all under realistic stress. This class provides the best practices on how to increase the possibility of a successful rescue by paying attention to the details in our training approach to RIC. The objectives for this class are to find the details that you, your crew, and your department need to enhance to improve your training and preparation for a firefighter rescue. Seconds matter to the trapped firefighter. This class will show how 400 firefighters from 16 departments learned how to shave valuable time by operating more efficiently. We will also discuss how to approach rapid intervention training properly and to dump old habits that are setting you up for failure. This class is presented as best practices from lessons learned through training that does not occur enough in our fire service - realistic, elevated stress training. The target audience for this class is everyone from the rookie firefighter to policy makers. The lessons learned pertain to basic firefighter skills, effective policies, appropriate departmental training procedures, equipment, leadership, and much more. Firefighters have very little experience in rescuing other firefighters so it is imperative that we train properly.

**++++END OF LEADERSHIP and MANAGEMENT SYMPOSIUM DAY 2 ++++**

**A DAY IN THE WORLD OF EMS**

**Civilian Wounding Patterns in Active Shooter Events  
Presenters: Dr. Babak Sarani and Geoff Shapiro**

**(8 AM - 9:45 AM)**

Based on the extensive research and findings of the presenter, come and learn firsthand how to manage civilian wounding patterns in active shooter events. As the incidence and severity of civilian public mass shootings (CPMS) continue to rise, initiatives predicated on lessons learned from military wounds have placed strong emphasis on hemorrhage control, especially via the use of tourniquets, as a means to improve survival. The presenters hypothesize that both the overall wounding pattern and the specific fatal wounds in CPMS events are different than in military combat fatalities and thus may require a new management strategy. Since the overall fatal wounding patterns following CPMS are different than those resulting from combat operations; and given that no deaths were due to extremity hemorrhage; a treatment strategy that goes beyond the use of tourniquets is needed to rescue the few victims with potentially survivable injuries. Thus, directed medical interventions following CPMS require a different overall strategy and therapeutic emphasis in order to decrease the number of potentially preventable deaths. Come and see this dynamic presentation while earning EMS continuing education hours.

**EMS Administration 101: Concepts for Managing EMS  
Within the Fire Service**

**(10 AM - Noon)**

**Presenter: Tim McKay**

Maybe you have just been transferred to a position responsible for managing EMS resources or perhaps you have discovered that your department's relationship with EMS is changing or needs to change. Maybe you have recently been elected president or operations officer of your organization, or perhaps you have been assigned EMS-related administrative tasks by your supervisor. Now what do you do? How do you ensure success and get the EMS facet of your organization to be effective and efficient? This course will give participants an awareness of considerations for new EMS administrators including both current and emerging trends. Topics covered will include clinical oversight of providers; operational considerations such as equipment, vehicles and staffing models; and alternative ideas for service delivery such as community risk reduction activities. Administrative functions such as regulatory and legal compliance; and financial aspects of providing EMS will also be discussed. While not lengthy enough to be a comprehensive "how to" class, this program will provide attendees with the basic tools needed to avoid potentially serious and costly pitfalls while managing EMS agencies within fire service organizations. This program has a target audience of those who have been or who are about to be placed in positions of responsibility over EMS-related activities as part of a fire service organization. As EMS becomes a large part of our call volume, we must learn to manage these portions of our agencies more effectively. The program is broken down into several main areas to include clinical oversight; operational considerations; administrative functions; and the business of EMS. The program will conclude with an overview of leadership and management principles which can be useful in successfully delivering EMS from a fire-based organization.

**EMS Continuing Education Practicum**

**(1 PM - 5 PM)**

**Presenters: Eddie Ferguson, Frank Chinn, Gregory Jones and Daniel Coughlin**

The course is open to all certified EMS personnel who are seeking additional CEU hours to maintain their EMS certifications. This practicum is a great way to sharpen your basic and advanced skills while earning category 1 and 2 continuing education hours. Conference attendees are encouraged to take advantage of this opportunity to earn much needed recertification hours.

**+++++END OF A DAY IN THE WORLD OF EMS +++++**

**Effective Powerpoint for Affective Learning**

**(1 PM - 3 PM)**

**Presenter: Jesse Quinalty**

This class shows how to build more effective powerpoint presentations and bring the students into the affective learning domain. Topics include choosing and importing backgrounds, embedding videos, pictures, sounds and clip art that work and using them to enhance your training, not be your training. It will also cover basic powerpoint building for the beginner. The session objectives are to learn to build powerpoints that work for the student. The presentation will cover powerpoint programs as well as e-learning solutions including hyperlinking, interactive scenarios and programs.



**The Art of Critical Decision Making: Point-to-Point Decision Making for Fire Service Leaders (3 PM - 5 PM)**

**Presenter: Mike Barakey**

The closest distance between two points is a straight line. Achievement is not arriving at the solution; it is the journey and overcoming the obstacles to achieve a successful outcome. In the fire service, getting from point "A" to point "B" is a challenge on some emergency incident scenes, especial critical incidents. Firefighters are faced with challenges around the fire station and challenges in the administrative arena. Point to point leadership provides fundamental principles that identify the challenges facing fire service leaders; and offers a step by step process to manage difficult situations and incidents. Leaders possess the ability to get from point to point in the most expeditious route, but not necessarily in a straight line. Obstacles, variables, and predictable influences are ever present and this class will teach you to understand, predict and manage the obstacles on the emergency incident scene. Over the course of his career, the presenter has gained wisdom; has failed as a leader; has followed as a leader; and has led. The instructor hopes to share information that will provide future fire service leaders with the principals to succeed on the critical incident scene.

**Ready, Set, Go! Program: Train-the-Trainer (1 PM - 5 PM)**

**Presenter: Shawn Stokes**

This course is designed for fire and emergency services personnel and stakeholders who share common goals of educational outreach, planning and community readiness in areas at-risk of wildfire. Attendees will learn about the Ready, Set, Go! (RSG) Program which helps the fire service teach individuals who live in high-risk wildland fire areas and the wildland urban interface (WUI) how to best prepare themselves, their families and their properties against the threat of wildland fire. This course will cover the tenants of the RSG! Program, how to implement the program into your community and how to engage your community in wildland fire preparedness.

## **Saturday, February 25, 2017**

### **Morning Sessions**

#### **Low Frequency; High Risk Events: Wicklow Lane Multiple Fatality House Fire (10 AM - Noon)**

**Presenters: Joy W. Kniceley and Brian Warshawsky**

Low frequency high risk is a case study of the deadliest fire in Chesterfield County's recent history. The fire claimed the lives of five family members from three separate generations and injured two firefighters and one police officer. The presentation uses graphics and video to recount the tragic event from origin to recovery. Fire behavior, risk benefit, critical decision making, and crew integrity are a few of the points discussed as key in the success of the operation. On January 17, 2016, an improperly disposed of cigarette caused the death of five people on Wicklow Lane. Crews battled intense conditions, performing low frequency high risk operations removing all five trapped occupants from the structure. The presentation details the events that caused the fire and how it spread unnoticed trapping and killing five of the ten people who resided in the 3400 square foot home. It also details tactics used, such as VEIS to affect those rescues and bring the well involved fire under control, and highlights the benefits of training on low frequency, high risk tactics. The company officers, who responded on the first alarm, recount on video in their own words, the critical decisions they made with limited information and resources. They also discuss their observations and talk through the decisions they made and the effect their actions had on the outcome of the incident.

#### **Effective Engine Positioning and Operations (10 AM - Noon)**

**Presenter: John Burruss**

This interactive and fast-paced presentation explores the reasons why fire service personnel should become more knowledgeable in fire engine positioning operations. The old adage of "just pull past the building to leave room for the truck" is obsolete and near-sighted as to the most effective and efficient position of the engine on the fire ground. The instructor will present and discuss the top 10 engine positioning commandments; and provide examples of modern aggressive engine positioning from rural to urban fire and rescue situations. Also presented will be proper operating practices for supply engine operations, deck gun fire attack, drafting, ground ladder use and rescue pumper winching operations.

## **Saturday, February 25, 2017**

### **Afternoon Sessions**

**Important Note: All Saturday afternoon sessions offered twice unless otherwise specified.**

**(SESSION 1: 1:00 PM to 2:30 PM and SESSION 2: 3:00 PM to 4:30 PM)**

**Apparatus Driver Safety A-Z**  
**Presenter: Mike Dallessandro**

This presentation reviews 26 key driver safety, training and accident prevention topics aimed at improving driver skills, awareness, safety and injury/LODD prevention. This thought provoking presentation is organized so the key information points follow an easy to understand A-Z format. This presentation is interactive and relevant to a wide range of attendees including elected officials, chiefs, officers, managers and training officers. This program is done in full color power point with associated lecture.

**LEAD: 4 Steps to Building Quality Leaders and Highly Motivated Followers**  
**Presenter: John B. Tippett Jr.**

This fast-paced, interactive presentation will introduce the attendees to the concept of “LEAD”... a four step plan officers at all levels can adopt to improve their leadership performance; create an environment that promotes more effective teams; and provides an atmosphere that motivates followers to excel. To put it succinctly, good leadership is a convoluted and complex endeavor. A wealth of information, philosophies and opinions are readily available for aspiring and incumbent leaders to study. That very universe of information, philosophies and opinions can also be daunting and overwhelming as one strives to be a student of leadership and develop into an effective leader. While there is no “magic bullet” to excellent leadership, there is a four-step process that can be implemented to create a winning environment. The process can be summed up in an easy to remember and relevant acronym, “LEAD.” Attendees will learn the parts of the “LEAD” acronym, and be provided an opportunity to use it in a real world setting with their peers, and take away knowledge they can begin using right away. The end result will be an easy to recall system for being an effective leader in the fast-paced, dynamic, rapidly changing environment of fire service leadership. “LEAD” will enable its users to cultivate an environment where followers will thrive and leaders will do what leaders are supposed to do best, set goals, encourage professional development and define boundaries. In short, “LEAD”.

**Emerging Illicit Drug Trends and First Responder Management of Excited Delirium**  
**Presenter: Dr. Christopher P. Holstege**

The number of substances abused has expanded significantly in the past few years. The UN's office on drugs and crime (UNODC) reported that the speed and creativity in the emergence of new designer drugs has left the international drug control system floundering for the first time since its establishment in 1961. The newly developed legal high industry has gone global, with 70 out of the 80 countries surveyed in 2013 reporting the emergence of new psychoactive substances with significant market share. First responders will encounter patients inebriated by a variety of these novel abused substances. This lecture is factual case-based, highlighting the

variety of patients that may be encountered and the associated signs and symptoms. Potential complications will be discussed. A review of appropriate treatments will be noted, specifically emphasizing various options in pre-hospital pharmacotherapy and management of excited delirium. Objectives are to discuss the most recent epidemiological trends in substances of abuse; review the clinical effects of the various classes of abused substances and highlight the appropriate management of the intoxicated patient.

**The Professional Volunteer Fire Department**  
**Presenter: Tom Merrill**

The main purpose of this presentation is to deliver the message that 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. The presentation begins by stressing the importance of embracing the responsibility that comes by wearing the title of firefighter. These responsibilities are reviewed and feedback and comments are welcome and encouraged in an attempt to gain audience support for the main message. In addition to defining and citing examples of professional behavior, the audience is provided with a series of ideas or building blocks to assist with developing and maintaining a professional operation in their own department. The presentation examines how prospective members are attracted to the fire service and how new members are introduced not only to the unique volunteer fire service culture, but to the general fire service as well. It discusses the importance of regular and organized training drills and offers ideas on how to make them creative and pertinent and how that can help lead to better drill attendance and ultimately better on scene performance. It reviews today's viral appetite for instant (sometimes inaccurate) news and examines how social media can both negatively and positively impact a department's professional reputation. The importance of good solid customer service skills (called social fitness in the presentation) are reviewed as well as how attending community events and details can also enhance a department's professional image. One of the building blocks focuses on leadership training and the importance of implementing sound officer development programs within our departments. The program concludes by discussing the importance of celebrating fire service history and heritage and promoting the student's own department's unique history and heritage. Class participants will learn that successfully creating and maintaining a professional image can help with membership recruitment and retention; fund drives; and building political support within the community. Attendees will walk away from the presentation with a clear understanding that developing, maintaining and upholding a professional reputation is the duty and responsibility of all firefighters – paid or volunteer.

**Leadership in the Modern Fire Service**  
**Presenter: Sidney Lucas**

Today's fire service is rapidly evolving and one of the biggest challenges facing company officers is how to address and balance all the issues currently facing the fire service. Never before has a company officer been asked to handle so many non-operational issues. Advancement in technology, cancer research, behavioral health awareness, accreditation, ISO rating, training, public events and the list goes on and can be overwhelming on any given day, especially while trying to maintain the crew's operational readiness. Whether a new or seasoned company officer, you have seen how many departments are struggling to provide the necessary tools and training to assist in addressing both operational and non-operational issues

because top management is struggling to understand and solve the same issues themselves. There are many issues facing today's officers: post-fire decon; gear washing; marital problems; financial issues; internal issues; PTSD; etc. For years the mantra of the company officer was "to get you home in the morning" and unfortunately that is no longer acceptable when facing and trying to address many new and unprecedented challenges. Company officers cannot ignore the issues that they and their crews are facing, nor can they wait for their administration to find and fund solutions. Today's company officer must identify creative solutions to complex problems at their own level. This course will discuss the most important issues facing company officers and how they can ensure that they are providing everything that their crew needs financially, mentally, physically and operationally.

### **Hollywood Leadership**

**Presenters: Justin Adams and Jake Britt**

This course will facilitate an interactive group led discussion about the challenges that newly promoted and aspiring company officers face during the transition of moving from the jump seat to the front seat. Many of you are newly promoted, or waiting to be promoted and you will soon make the transition from riding backwards to safely directing your crews from the officer's view of the windshield. The view from the front seat offers quite a different perspective than from the jump seat. As an officer you are now responsible for not only your own safety, but those who work with you. You will be forced to make decisions based on your experience and tenure while maintaining the mission and value of your respective organization. This class will primarily focus on the interpersonal skills and challenges associated with being an officer. After all, isn't that what we spend the majority of our day dealing with...both the internal and external customer and colleague? As an officer, your words now carry weight; you are looked upon as the leader, boss, friend, mentor, and coach. Are you prepared to carry such a responsibility? This class will help equip you with the necessary knowledge, skills and abilities to overcome the challenges facing a new officer. Utilizing examples from movie clips, the class will participate in a discussion on the leadership topics and principles presented. The class will then be directed to share their experiences directly relating to the topic illustrated by the movie clip. Participants will also be tasked to glean both positive and negative leadership attributes from the various scenes. This class is an entertaining and effective way to stimulate critical thinking and decision making on the fire ground and in the fire station.

### **Navigating the Storm of Codes and Standards: A Regulatory GPS for Safe Passage**

**Presenters: Robbie Dawson and Ronald Farr**

Navigating your way through the alphabet soup of NFPA, OSHA, UL, FM, ICC, and others can seem like a daunting task, but all of these organizations have one goal in common – improved safety for the public and firefighters. This program will provide fire service members with an understanding of how consensus standards are developed and used to achieve those goals. The system of how standards, guides, and laws are developed can be a confusing process. This presentation will provide insight into how the process uses a building block system and how we can best participate in the process to have an impact on these standards. The program will utilize lecture and group discussion formats that will allow participants to understand how standards making organizations like Underwriters Laboratories, the National Fire Protection Association, Factory Mutual, the International Codes Council, and others create documents which may be adopted as codes and regulations. Instructors will focus on common themes between these development processes which includes the balanced representation and input of

special interests and the fire service. The major objective of this program will be to provide attendees an understanding of how they can impact the standards development process. This includes proposing specific changes to a standard, providing comments and suggestions for proposed changes, and participation in the decision making process for adoption. Attendees will also be given a roadmap for becoming involved in these processes.

**Dollars and Sense: Understanding the Budget Process and Strategies for Success**  
**Presenter: Anthony McDowell**

This presentation will provide an overview of the mechanics of the municipal budget process, to include a review of the roles played by different players in the system. The instructor will provide tips on how to build credibility and gain support for your programs and how to build your financial strategies; how to leverage partnerships and coalitions to support your position without alienating your elected officials; how to use data to describe and support your requests; and how to present the budget in a way that will impress the audience.

**Middlesex, VA (Urbanna) Marina Fire: When Big Events Occur in Small Jurisdictions**  
**Presenters: Mark Nugent, Todd Cannon and Ray Burch, Jr.**

A significant emergency incident can be challenging to any emergency service system, particularly those organizations that are limited in their staffing, logistical support and specialty team response capabilities. This dynamic is no fault of anyone's; just a true reality of providing emergency services in today's challenging times. The presenters will give a brief overview of the challenges faced, actions taken, and lessons learned at the Dozier's Urbanna Point Marina, located in the Town of Urbanna, on the morning of February 29, 2016. Initial arriving resources were faced by a fire of extreme magnitude, involving an 87,000 square foot covered marina housing 21 power boats. This fire also resulted in the death of two citizens. The magnitude of the incident became apparent early on in the incident, requiring the utilization of regional resources. The presenters will outline and overview the critical incident dynamics required to bring the incident under control, as well as the exhaustive work required by the regional response teams to mitigate the environmental concern resulting from the fire. Items specifically discussed will be resource deployment, environmental concerns, media relations, and post-incident issues. The lessons presented will help your emergency service organization better manage these "Low Frequency-High Intensity" types of incidents, which are just a 9-1-1 call away.

**C.O.D.E. B.L.U.E. Leadership: Observing and Improving Employee Behavior**  
**Presenter: Bobby Drake**

This leadership principle will provide an acronym easily identified and employed by supervisors and persons of all ranks and experience. *C.O.D.E. B.L.U.E. Leadership* is a method and improvement tool that has zero associated costs to individuals or to the department. The principle is a behavior, an idea, and a method for leaders to provide consistent direction and continued observation of employees. By utilizing visual, auditory, and kinesthetic learning models, the research will show that *C.O.D.E. B.L.U.E. Leadership* is an easily used concept for leaders of all experience and education levels. Throughout the presentation the presenter will engage students to offer examples of behaviors and previous experiences which will be utilized to challenge the principle. This principle is an acronym used to describe the active process in observing and implementing change in employees. The first word, C.O.D.E., describes the observation phase of the principle, while the second word B.L.U.E., describes the

implementation phase. Any great leader would agree that employees are the heartbeat of an organization; without them the organization has no pulse. It is for this reason that *C.O.D.E. B.L.U.E. Leadership* came to life. Attend this class to get the specifics on *C.O.D.E. B.L.U.E. Leadership*.

**Incident Management Teams – What You Need to Know When Requesting an IMT**  
**Presenters: Lee Williams and Mike Gurley**

This presentation will focus on the structure and capabilities that Virginia's incident management teams (IMT) can bring to assist your locality during a major emergency incident. The class will also discuss the process for requesting an IMT and how their deployment is coordinated into the local agency response and management system.

**Emergency Services Financial Practices**  
**Presenter: William Niehenke**

Almost weekly we hear and read about an emergency service organization that has experienced a theft of funds, misappropriation of funds, or similar "fidelity" related loss. These situations create not only a financial challenge for the organization, but present a negative image in the community. This class has been developed to raise awareness and discuss steps that an emergency services organization can take to help protect themselves. This class reviews case studies, provides sample policies, and provides 10 practices for sound financial system management.

**Sunday, February 26, 2017**

## **Morning Sessions**

IMPORTANT NOTE: The following Sunday morning class will be held at the Virginia Beach Fire Department Training Center. Attendees must provide their own transportation to and from the center.

**The Irons Academy: H.O.T.**

**(9 AM - 5 PM)**

**Presenters: Jeremy Williams and William Reynolds**

As many fire ground tactics and procedures continue to evolve, the focus tends to fall away from foundational fire ground skills. No matter your stance on current fire ground tactical debates, you will always need to access a building; however, many firefighters are not proficient at accessing buildings. This course focuses on increasing efficiency through proficiency. The Irons Academy places a focus on using the most reliable tools, the irons, for accessing buildings. Learning and proficiency is achieved by understanding the tools and developing a system of steps that will allow the attendee to establish a working foundational approach when forcing doors with conventional tools. This eight hour course is focused on strengthening and building upon the participant's foundational forcible entry skill sets and developing muscle memory. The instructors will focus on what academies and manuals commonly fail to teach or explain, and will demonstrate and teach street proven techniques. This course is reality based training, and not theory based teaching. **Requirements: Full firefighting PPE, SCBA and mask. Hearing protection is recommended. Students are recommended to bring any forcible entry tools they want to use. This is a full 8 hour course with hands-on work. This course can be physically demanding at times. Students should be in good physical condition. This course will be held at the Virginia Beach Training Center. There is a 25 student limit for this class.**



**Sunday, February 26, 2017**

**Breakfast and Closing General Session**

**9 AM - 11:30 PM**

**Update on the VFCA 2015 SAFER Grant**

**Presenters: Shawn Stokes and Nick Caputo**

Representatives of the Virginia Fire Chiefs Association (VFCA) and the International Association of Fire Chiefs will provide a progress report on the 2015 SAFER grant awarded to the VFCA. Topics will include the VFOA Modular Program, recruitment radio ad campaign, basic firefighter training updates, and other aspects of the grant.

**Lions and Tigers and Bears...Oh My! Manifesting Greatness in a Diverse Environment**

**Presenter: Art Jackson**

It is incredibly difficult to talk about subjects like race, diversity, prejudice, biases and equal employment without someone feeling like they're guilty or a victim of these practices. Or is it? One of the easiest and safest ways to get the job done is by means of parables. Socrates used parables. Demosthenes used parables. Jesus used parables. And they taught some of the most difficult subjects in the world. *Lions and Tigers and Bears* is a parable written to cause introspection and challenge beliefs concerning our diversity and how it impacts relationships and social intercourse. It is a tale of a mythical kingdom that is experiencing profound changes and how the inhabitants of that kingdom adjust and profit from their assets or resist and experience loss. The *Lions and Tigers and Bears* presentation is conducted using the same methodology. This presentation will evoke thought, cause the questioning of preconceived notions, reduce fear, and teach the three most important rules in manifesting greatness in a diverse environment. In an increasingly complex, sophisticated and global marketplace, we cannot succeed unless we attract top-caliber people that can provide the cultural and biological diversity we need to compete. To do less is to show up without the proper resources to sustain a successful organization.

NJC: February 1, 2017