

Fire Leadership Challenge 2009

SCHEDULE OF EVENTS

TUESDAY, DECEMBER 1, 2009

7:30 AM-8:30 AM
REGISTRATION

Shavano Foyer

Continental Breakfast
Sponsored by *Colorado State Fire Chiefs Association*

Shavano Foyer

8:00 AM-12:00 PM

Torreys Peak I, II & III

PRE-CONFERENCE:
COMPANY OFFICER LEADERSHIP SYMPOSIUM
– LEVEL III

8:00 AM – 8:15 AM

Welcoming & Introductions

8:15 AM – 9:30 AM

Career Mapping

Eric Tade, Denver Fire Department

This session will explore the concepts of career mapping as a recipe for successful professional development, as well as the importance of career mapping as part of succession planning in the fire service. Participants will learn how to develop a career map that will help ensure they obtain experience in the proper place at the most appropriate time in their career to ensure success.

9:30 AM - 9:45 AM

Shavano Foyer

BREAK

Sponsored by *Colorado State Fire Chiefs Association*

9:45 AM – 11:45 AM

IAFF/IAFC Fire Service Joint Labor-Management Wellness-Fitness Initiative

Bob Stratman, West Metro Fire Rescue

A comprehensive wellness program focuses on the physical, mental and emotional components that build and maintain fit uniformed personnel. The IAFF/IAFC Fire Service Joint Labor-Management Wellness-Fitness Initiative (WFI) addresses the health and safety needs of today's fire service. Any fire department can use the presented information to evaluate a current wellness-fitness program or to design and implement a new program that meets the criteria identified in this initiative. Sample strategies and worksheets will be included to assist you with implementing the WFI in your organization.

11:45 AM - 1:00 PM

Shavano Peak

LUNCH – Remember Your LUNCH TICKET!

1:00 PM – 4:15 PM

Torreys Peak I, II & III

PRE-CONFERENCE:

***COMPANY OFFICER LEADERSHIP SYMPOSIUM
– LEVEL II***

1:00 PM – 2:30 PM

Courage To Be Safe

**Kevin Milan, South Metro Fire Rescue and
Jay Ruoff, Littleton Fire Department**

Recognizing the need to do more to prevent firefighter line-of-duty deaths and injuries, the National Fallen Firefighters Foundation (NFFF) launched a national initiative to bring prevention to the forefront by producing 16 major Life Safety Initiatives that provided the fire service a blueprint for making changes. The NFFF “Courage To Be Safe” program provides the participants a practical means to implement the 16 initiatives in their home departments.

2:30 PM – 2:45 PM

Shavano Foyer

BREAK

Sponsored by ***Colorado State Fire Chiefs Association***

2:45 PM – 4:15 PM

Community Risk

Joe Hart, Denver Fire Department

In this session the presenter will discuss how you should look strategically at the risks in your community as they pertain to fire safety and injury prevention. The strategic assessment will enable you to determine what programs your community needs and what you and your department should be offering to enhance safety in your community.

4:15 PM – 4:30 PM

Closing Remarks

WEDNESDAY, DECEMBER 2, 2009

7:30 AM-8:30 AM

Shavano Foyer

Continental Breakfast Sponsored by *Colorado State Fire Chiefs Association*

8:00 AM-12:00 PM

Torreys Peak I, II & III

PRE-CONFERENCE:

COMPANY OFFICER LEADERSHIP SYMPOSIUM

– LEVEL III

8:00 AM – 8:15 AM **Opening Remarks**

8:15 AM – 10:00 AM ***What Really Happened in the Los Angeles City Fire Department?***

Chief Doug Barry & Chief Kwame Cooper, LACFD

This presentation will provide a comprehensive analysis of what occurred in the Los Angeles City Fire Department that prompted numerous work-environment discrimination lawsuits. In addition, we'll review in detail the strategic steps taken by the new fire chief, Doug Barry, to provide leadership and commitment to confront and eliminate any form of discrimination within the department.

10:00 AM - 10:15 AM

Shavano Foyer

BREAK

Sponsored by *Colorado State Fire Chiefs Association*

10:15 AM – 11:45 AM

Special Events Planning

Dave Quintana, Denver Fire Department

This session will provide the participant an understanding of the process associated with the management of a planned major event in order to manage risk, optimize public safety, and provide for any unplanned incidents associated with the event. Lessons learned from planned major events including the 2008 Democratic National Convention will be examined.

11:45 AM - 1:00 PM

Shavano Peak

LUNCH – Remember Your LUNCH TICKET!

1:00 PM – 4:15 PM

Torreys Peak I, II & III

PRE-CONFERENCE:

COMPANY OFFICER LEADERSHIP SYMPOSIUM

– LEVEL III

1:00 PM – 2:30 PM

Alarming Differences – Women in the Fire Service

Katherine Ridenhour, Aurora Fire Department

This session will explore recruitment and retention of women in the fire service. Topics will include contemporary issues, gender disparity, the avoidance of legal battles. The first-ever national research on the current status of women in fire service will support the content. Participants will leave with action steps to implement in their home departments.

2:30 PM – 2:45 PM

Shavano Peak

BREAK

Sponsored by *Colorado State Fire Chiefs Association*

2:45 PM – 4:15 PM

Conflict Resolution

Angela Cook, Denver Fire Department

This session will provide insights into techniques to help resolve internal conflict, plus give tips to help with community perception of the department. Other topics include management styles, strategies and alternatives for preventing and resolving conflict, procedures to follow and how to turn conflict into an opportunity for organizational success.

3:00 PM – 4:30 PM

Crestone Peak I

Leadership Committee/Keystone
Staff Meeting

THURSDAY, DECEMBER 3, 2009

7:30 AM - 8:30 AM

Shavano Foyer

Continental Breakfast Sponsored by *Colorado State Fire Chiefs Association*

8:00 AM – 2:30 PM

Torreys Peak I, II & III

PRE-CONFERENCE:

COMPANY OFFICER LEADERSHIP SYMPOSIUM

– *LEVEL III*

8:00 AM – 8:15 AM

Opening Remarks

8:15 AM – 9:30 AM

To Go or Not To Go: Fireground Decision Making

Bill Godfrey, Deltona Fire Department (Ret.)

Participants will discuss and define the key relationships that strategy and tactics, street-wise size-up, and risk benefit analysis have on the critical first few minutes of structural firefighting operations. Utilizing the (IAFC) “Fire Service Rules of Engagement,” first due video, and photo based scenarios, instructors will explain the mission essential importance of gathering and evaluating building intelligence, identifying potential risks, and weighing the benefits of the chosen strategy and tactics prior to committing personnel.

9:30 AM - 9:45 AM

Shavano Foyer

BREAK

Sponsored by *Colorado State Fire Chiefs*

9:30 AM – 11:30 AM

Torreys Peak IV

CSFCA Wildland Fire Section Meeting

9:45 AM – 11:30 AM

Work-Related Presumption Legislation

Dino Ross, Esq., Ireland, Stapleton, Pryor & Pascoe, P.C.

This session examines legislative initiatives that grant work-related presumption for illnesses and injuries incurred by firefighting personnel, such as cancer, heart and lung diseases, blood borne pathogen exposure, or MRSA infections. The current controversy and conflicting studies concerning the firefighter cancer presumption will be discussed.

12:00 PM - 2:30 PM

Castle Peak, 2nd Floor

State Fire Chiefs Meeting/Luncheon

PRESENTATION: *EMAC and the Fire Service*

Bill Bullock, Program Manager, National Mutual Aid Project, IAFC

With the creation of the Emergency Management Committee at the IAFC, the group was chartered with addressing the six primary issues identified in the MASTF Strategic Plan. One of the key issues was the need to increase the knowledge base of fire department officials nationally with the process and procedures for moving resources during major disasters. This presentation will discuss the multi-prong approach developed by the Committee to address the major components for the fire service when a request is transmitted for fire resources from another state.

Annual Business Meeting

2:00 PM - 5:00 PM
REGISTRATION & VENDOR SET-UP

*Longs Peak Foyer/
Columbine Ballroom*

3:00 PM - 5:00 PM
CSFCA Combination Chiefs Section Meeting

Torreys Peak I & II

5:00 PM - 6:30 PM
CSFCA Volunteer Chiefs Section Meeting

Torreys Peak III & IV

FRIDAY, DECEMBER 4, 2009

7:00 AM - 10:00 AM
REGISTRATION

Longs Peak Foyer

7:00 AM – 8:00 AM

Columbine Ballroom

Continental Breakfast Sponsored by *Colorado State Fire Chiefs Association*

7:00 AM – 8:00 AM
VENDOR EXHIBITS

Columbine Ballroom

7:45 AM - 8:00 AM
WELCOME & INTRODUCTION
Chris Riley, President
Colorado State Fire Chiefs Association

Colorado Rockies Ballroom

8:00 AM - 9:30 AM

Colorado Rockies Ballroom

GENERAL SESSION – *Sponsored by Disaster Restoration, Inc.*

***What Really Happened in the Los Angeles City
Fire Department?***

Chief Doug Barry and Chief Kwame Cooper, LACFD

This presentation will provide a comprehensive analysis of what occurred in the Los Angeles City Fire Department that prompted numerous work-environment discrimination lawsuits. In addition, we'll review in detail the strategic steps taken by the new fire chief, Doug Barry, to provide leadership and commitment to confront and eliminate any form of discrimination within the department.

9:30 AM - 10:30 AM

Columbine Ballroom

BREAK & VENDOR EXHIBITS
Sponsored by *Fire Research Corporation*

10:30 AM - 12:00 Noon

CONCURRENT SESSIONS

Castle Peak I & II

THE ELEPHANT ON THE FIREGROUND:

Secrets of NFPA 1584 Compliant Rehab

**Mike McEvoy, Ph.D., REMT-P, RN, CCRN, EMS Coord.
Saratoga County, NY**

Learn the nine key components of 1584 compliant rehab plus reality based options for integrating rehab into your department. The NFPA 1584 Rehab Standard requires SOGs, ongoing education, company officer participation with EMS, equipment and supplies, medical monitoring, BLS transport available on scene, IMS integration, and specific documentation. This presentation will help you bring your department up to speed!

Castle Peak III & IV

***RESIDENTIAL FIRE SPRINKLERS:
Introducing Life-Saving Legislation in
Turbulent Economic Times***

Mike Dell'Orfano, Assistant Chief

Community Safety Services, South Metro FRA

Supporters of residential fire sprinklers won a great victory with the publication of the 2009 International Residential Code, which requires all new homes to be protected by sprinklers. Now the hard work begins to adopt those requirements at the local level. At a time when the housing industry is experiencing record declines and the country is in an ever-worsening recession, how do you convince the housing industry and local policy-makers that the extra expense of a residential sprinkler system is the right choice for the community? This session will begin providing the tools and information needed to work toward successful implementation of residential sprinkler requirements.

Crestone Peak I & II

EFFECTIVE WORKFORCE MANAGEMENT

Dino A. Ross, Esq. and Michelle B. Ferguson, Esq.

Ireland, Stapleton, Pryor and Pascoe, P.C.

Often, fire personnel are promoted to management positions based upon their technical skills and achievements, but lack the necessary skills for effective workforce management. This session will provide a comprehensive review of the tools and techniques necessary for consistent, effective day-to-day workforce management, including performance reviews, corrective and disciplinary actions, and performance improvement plans (PIPs).

Crestone Peak III & IV

***SERVICE DOESN'T END WHEN WE ROLL UP
THE HOSE: Providing Victim Assistance in the
Fire Service***

Cindy Matthews, PIO/Community Outreach Director &

Micki Trost, PIO/Life Safety Education Specialist,

West Metro Fire Protection District

Helping our communities during a fire means more than putting out the fire. Rolling up our hoses is just the beginning of helping our citizen through the rebuilding process. Learn the benefits of providing victim assistance by trained fire personnel and how you can make the process less traumatic for victims of fire. Topics include: Dealing with victims during the fire; tenant/victim accountability; working with relief agencies; working with insurance and board-up companies; working with media and victims. Participants will receive a copy of Working with the Media: Guidelines for Fire Victims and resources for on scene management of victims.

Torreys Peak I & II

***IT'S YOUR DECISION: Are you ready to
Order the Evacuation of an Entire Community?***

William Metcalf, Fire Chief, North County Fire, CA

During the 2007 Southern California Wildland Fire Siege, Chief Metcalf served as the overall fire services coordinator for San Diego County. In addition, his own community of Fallbrook was immediately threatened by the Rice Canyon Fire that eventually destroyed 250 homes. Nearly 500,000 people were the subject of mandatory or voluntary evacuations during the fire siege in San Diego County, including the entire population of 60,000 people living in Chief Metcalf's fire district. Based on his direct experience with mass evacuations, Chief Metcalf will discuss real, practical lessons learned in accomplishing a large scale evacuation, including the decision-making process to initiate evacuation, communication of the evacuation decision, supporting evacuees, and the re-entry decision and process. In addition, Chief Metcalf will discuss the alternatives to mass evacuations being used or considered in Southern California, including "shelter in place" and the Australian concept of "leave early or stay and defend" (LEOSAD).

Torreys Peak III & IV

***THE CASTLE WEST FIRE: Lessons Learned from
An "All Hands" Rescue Major Incident***

Randy Royal, Battalion Chief, Colorado Springs Fire

On January 16, 2007, the members of the Colorado Springs Fire Department experienced one of the most dangerous and devastating fires of their history. At approximately 00:47, a 911 call came in for a fire at the Castle West Apartments. Within seconds, multiple calls poured in from trapped occupants, as well as from witnesses to the fire. Units from the CSFD were immediately dispatched, including 3 engines, 2 trucks and a District Chief. The incident would be the most resource intensive alarm in the City's history, requiring 7 alarms, 26 pieces of apparatus and over 100 firefighters, as well as logistical support that had not been utilized previously. Nine of the initial responding units were responsible for 85 physical rescues utilizing ground ladders. Unfortunately, two individuals lost their lives, but without the quick action of those on the fireground, the loss of life could have been devastating. The fire was not under control for approximately 11 hours and would not be fully extinguished for three days. The subsequent investigation would result in the arrest of individuals who were charged with arson, which resulted in a gag order that locked down the release of any information about the fire until now.

12:00 Noon - 1:00 PM

Columbine Ballroom

LUNCH – Remember Name Tag/Lunch Ticket!

12:00 Noon - 1:00 PM

Columbine Ballroom

VENDOR EXHIBITS

1:00 - 2:30 PM

CONCURRENT SESSIONS

Castle Peak I & II

COMBINATION LEADERSHIP

**Mike Morgan, Fire Chief,
Rifle Fire Protection District**

The Combination Fire Department is one of the most dynamic and challenging organizations to manage and lead. Increasing demands on the fire service and population migration have drastically changed customer expectations making it difficult to recruit and retain personnel. In this class, several topics will be discussed to provide ideas and concepts on forward thinking for organizational success. Keeping “one foot on the brake, and one foot on the gas,” for outcome based decision making to help the fire service leader.

Castle Peak III & IV

THE COURAGE TO BE SAFE

**Capt. Kevin Milan, South Metro Fire Rescue &
Chief Jay Ruoff, Littleton Fire Department**

Recognizing the need to do more to prevent firefighter line-of-duty deaths and injuries, the National Fallen Firefighters Foundation (NFFF) launched a national initiative to bring prevention to the forefront by producing 16 major Life Safety Initiatives that provided the fire service a blueprint for making changes. The NFFF “Courage To Be Safe” program provides the participants a practical means to implement the 16 initiatives in their home departments.

Crestone Peak I & II

COPING WITH CHANGE IN FIRE MANAGEMENT DURING TURBULENT TIMES

**Shawna Legarza, Fire Management Officer,
US Forest Service**

Throughout our careers we are faced with both personal and professional challenges. How we react to these challenges will have an impact on both our psychological awareness and our physiological status. Your psychological well-being is directly associated with your physiological status. Being a leader in Fire Management means being able to take care of yourself during the turbulent times of change set forth and impacted upon you by your work and personal life. In order to be an effective leader in this high-risk profession, we need to learn how to take better care of ourselves – thus self-leadership. If you don’t have good self-leadership to lead yourself, then how will you lead others during normal times and especially during the turbulent times?

Crestone Peak III & IV

DEVELOPING A PROFESSIONAL STANDARDS MODEL FOR THE FIRE SERVICE

**Chris Riley, MS, CFO, MIFireE,
Fire Chief, City of Pueblo, CO**

As a Public Safety Manager, the pathway to developing a professional standards model for your department is often obscured and can be difficult to navigate. This workshop offers a fresh and reasoned approach that will strengthen your department in establishing or revising a professional standards model. Establishing a professional standards review board, administrative investigation process, internal/external complaint procedures, traffic collision investigations, and disciplinary review process and methodologies are some of the topics discussed.

Torreys Peak I & II

THE FIREFIGHTER'S 'INTERIOR LIST'

Chief William M. (Bill) Godfrey (Ret.), FutureFD.com, Inc.

Chief Officers to probationary firefighters should take part in this interactive presentation discussing the list of things the firefighter on the inside needs to look for, feel for, and listen for to stay alive in today's structure fires. Forget opinions, this is a conversation about the science of fire behavior in enclosed structures and how we can save our own lives with knowledge gained from the latest research in flashovers, ventilation, personal protective equipment, and lessons learned from tragic events, including reviews of the fire behavior in some recent line of duty death incidents. Through the use of discussion, illustrations, animation, and case studies, we will develop a list of things to do differently at your next fire so everyone goes home!

Torreys Peak III & IV

LEADERSHIP BY DRINKING SOMEONE ELSE'S COFFEE

Garry Briese, Former FEMA Region 8 Administrator

The key element of leadership is you. Leaders who have the personal capacity to lead themselves will enjoy a high degree of personal satisfaction and success in leading others. There are several essential leadership principles everyone talks about and earnestly believes. But, all-too-often, these principles are inadvertently ignored or forgotten as we get caught in the tyranny of the immediate and the whirlpool of self-imposed work style. Success as a leader really is a short set of straightforward principles and practices. . . .easy to talk about, but hard to do. The session will provide insight into these attributes essential to leading yourself and others with impact and confidence.

2:30 PM - 3:00 PM

Longs Peak Foyer

BREAK & VENDOR EXHIBITS

Sponsored by *Kinsco Public Safety Equipment*

3:00 PM – 5:00 PM

Colorado Rockies Ballroom

GENERAL SESSION – *Sponsored by Disaster Restoration, Inc.*

HIT BY THE STUPID TRUCK

Jeff Johnson, Fire Chief & CEO

Tualatin Valley Fire and Rescue

If you've ever watched in agony as a colleague self-destructs publicly from their own behavior, you must wonder. . .what were they thinking? Were they hit by the *stupid truck*? Chief Johnson will delve into the causes that underlie self-destructive conduct that seems to belie reason and rational thinking – but in the end, hurts all of us even remotely affiliated with our respective professions. While painfully humorous, you will learn to spot at-risk patterns of conduct and gain insight into the difference between a lone event and symptomatic behaviors.

5:00 PM - 7:00 PM

Columbine Ballroom

**VENDOR EXHIBITS
VENDOR SPONSORED MIXER & DRAWING**

Dinner – On Your Own. Ask a Leadership Committee Representative if you need a restaurant recommendation.

SATURDAY, DECEMBER 5, 2009

7:00 AM - 8:00 AM
REGISTRATION

Longs Peak Foyer

7:00 AM - 8:00 AM
Continental Breakfast Sponsored by *Colorado State Fire Chiefs Association*

Columbine Ballroom

7:30 AM - 8:00 AM
VENDOR EXHIBITS

Columbine Ballroom

8:00 AM - 9:30 AM **CONCURRENT SESSIONS**

Castle Peak I & II

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Castle Peak III & IV

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Crestone Peak III & IV

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9:30 AM - 10:00 AM

Longs Peak Foyer

BREAK & VENDOR EXHIBITS

Sponsored by *Belfor Property Restoration*

10:00 AM - 11:30 AM **CONCURRENT SESSIONS**

Castle Peak I & II

THE ELEPHANT ON THE FIREGROUND:

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Castle Peak III & IV

RESIDENTIAL FIRE SPRINKLERS:

***Introducing Life-Saving Legislation in
Turbulent Economic Times***

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Crestone Peak III & IV ***SERVICE DOESN'T END WHEN WE ROLL UP THE HOSE: Providing Victim Assistance in the Fire Service***

Cindy Matthews, PIO/Community Outreach Director & Micki Trost, PIO/Life Safety Education Specialist, West Metro Fire Protection District

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Torreys Peak III & IV ***THE CASTLE WEST FIRE: Lessons Learned from An "All Hands" Rescue Major Incident***

Randy Royal, Battalion Chief, Colorado Springs Fire

On January 16, 2007, the members of the Colorado Springs Fire Department experienced one of the most dangerous and devastating fires of their history. At approximately 00:47, a 911 call came in for a fire at the Castle West Apartments. Within seconds, multiple calls poured in from trapped occupants, as well as from witnesses to the fire. Units from the CSFD were immediately dispatched, including 3 engines, 2 trucks and a District Chief. The incident would be the most resource intensive alarm in the City's history, requiring 7 alarms, 26 pieces of apparatus and over 100 firefighters, as well as logistical support that had not been utilized previously. Nine of the initial responding units were responsible for 85 physical rescues utilizing ground ladders. Unfortunately, two individuals lost their lives, but without the quick action of those on the fireground, the loss of life could have been devastating. The fire was not under control for

approximately 11 hours and would not be fully extinguished for three days. The subsequent investigation would result in the arrest of individuals who were charged with arson, which resulted in a gag order that locked down the release of any information about the fire until now.

11:30 AM – 12:30 PM

Columbine Ballroom

LUNCH – Remember Your Name Tag/Lunch Ticket!

11:30 AM – 12:30 PM

Columbine Ballroom

VENDOR EXHIBITS

12:30 PM – 2:30 PM

Columbine Ballroom

GENERAL SESSION

Leadership from the Firehouse to The White House

Jeffrey D. Stern, Executive Director,

Homeland Security Advisory Council

Leadership from the Firehouse to The White House: What we can learn from cabinet Secretaries and the President on leading our communities and organizations through these times of trial and tribulation. Drawing on experiences from 20 years in the fire service and from his experience as the first chief fire officer to have served as a White House Fellow, providing advice to three cabinet secretaries and the President, the speaker will share insights into leading our complex organizations through and beyond the crises of today, and toward a strategically-driven and sustainable future.

2:30 PM - 2:45 PM

Columbine Ballroom

RAFFLE DRAWING

**THANK YOU FOR ATTENDING THE 2009
FIRE LEADERSHIP CHALLENGE**

***SEE YOU NEXT YEAR IN KEYSTONE, COLORADO:
December 2, 3 & 4!***

INSTRUCTORS

DOUGLAS L. BARRY, retired as Fire Chief of the Los Angeles City Fire Department in September, 2009, having served 34 years in the fire service. He began his fire service career in 1975 as a firefighter and quickly promoted to apparatus operator, engineer and captain. In 1993, as a Battalion Chief, Chief Barry's command encompassed South Los Angeles. In 2003, Chief Barry promoted to Assistant Chief and was put in command of the entire south end of Los Angeles. In 2004 Chief Barry was appointed as the Assistant Fire Marshal. As Fire Chief, Chief Barry managed the fourth largest fire department in the country with a budget of over \$550 million. Chief Barry's academic achievement include an AA degree in Fire Science; a BS in Vocational Arts, and he is currently working on an MA in emergency management.

GARRY L. BRIESE, CAE, Regional Administrator for DHS/FEMA Region 8 (Utah, Colorado, Wyoming, Montana, North Dakota and South Dakota) 2008-2009. Vice President, ICF International (2007-2008). Mr. Briese was the Executive Director of the International Association of Fire Chiefs from 1985 to 2007. Mr. Briese spent the previous 15 years working as the executive director of the Florida College of Emergency Physicians. He has over 30 years experience in the fire service, both as a volunteer and as a paid firefighter. Mr. Briese holds a Bachelors Degree in International Relations from the University of South Florida, and a Masters Degree in Public Administration from Nova University. He is an adjunct associate professor at both the University of Maryland and George Washington University.

RICHARD BROWN, Deputy Chief, Colorado Springs Fire Department. Chief Brown began his career with the Colorado Springs Fire Department in 1980. He worked up through the ranks from firefighter, paramedic, lieutenant, captain, battalion chief, to Deputy Chief of Operations in 2008. He has worked assignments in the Operations Division, Medical Division and Training Division. Formal education includes a master's degree in Organizational Leadership from Regis University. He has received numerous Colorado Springs Fire Department awards, including the Medal of Distinguished Service.

BILL BULLOCK, Program Manager, National Mutual Aid Project, IAFC. Chief Bullock retired from the Fairfax County, VA Fire and Rescue Department in 2002 after 28 years of credited service. In 2003 and 2004 he served as a subject matter expert in the Programs Office of the Assistance to Firefighters Grant (AFG) Program. He has served as the staff liaison for the Mutual Aid System Task Force (MASTF) and helped to complete a Strategic Plan on the issues arising from moving resources during Hurricane Katrina. As a result of the plan, the IAFC chartered the Emergency Management Committee (EMC) as a standing committee responsible to address issues relating to the interstate movement of fire and associated resources during a disaster. He currently serves as the staff liaison for this committee.

ANGELA COOK, Assistant Chief, Denver Fire Department (CO), 17-year veteran is in charge of recruiting for DFD. She has been assigned as the Research and Development Officer and, in the Training Division, teaches recruit academies and In-Service Training. Angela is committed to mentoring and teaching others the necessary tools to succeed in the fire service.

KWAME COOPER, Battalion Chief, Los Angeles City Fire Department. For the past 29 years Kwame Cooper has served as a member of the Los Angeles City Fire Department. During this time he has also volunteered thousands of hours to community-based organizations throughout the city. The philosophy that inspires his involvement is a rooted belief that all people deserve to have access to information and institutions that will help them live better, and safer, lives. Over the years, this work has taken him to diverse communities from Watts to the Caribbean, Central America, Carcavelos, Portugal, South Africa, South America, Ethiopia and Argentina. He has designed fire safety curriculum, instructed firefighters in leadership and spoken in various diverse settings promoting fire safety and healthy relationships between many sectors of society.

MIKE DELL'ORFANO, Assistant Chief, Community Safety Services, South Metro Fire Rescue Authority. Chief Dell'Orfano has enjoyed 17 years in the fire service and has served as a paid-call firefighter, fire protection engineer, fire marshal, interim fire chief, and assistant chief. He has a Master's Degree in Fire Protection Engineering, is a student in NFA's Executive Fire Officer Program, and has taught several seminars on fire and building code topics. For the past nine years, Mike has been committed to the local and national code development processes serving as code committee chairs for the Fire Marshal's Association of Colorado and the International Code Council.

MICHELLE FERGUSON, ESQ., is a firm shareholder and director with Ireland, Stapleton, Pryor and Pascoe, P.C. She was selected as the Denver Bar Association's 2006 Young Lawyer of the Year. Ms. Ferguson earned a B.A. degree from Washington University in St. Louis, and a J.D. degree, magna cum laude, from the American University Washington College of Law. Michelle works closely with numerous fire districts as general and special counsel.

WILIAM M. (BILL) GODFREY. Chief Godfrey is a 25-year fire service veteran and chief consultant for FutureFD.com, a fire department and homeland security consulting firm. Bill retired as fire chief of the Deltona Fire Department, has an MBA with additional degrees in public administration and EMS management, is a paramedic and Fire Instructor III, former planning manager of Florida USAR TF-4, software developer, inventor, and is an expert in simulation training, fire training, communications and incident command.

JOE HART, Shift Commander for Operations, Denver Fire Department. Joe Hart has 31 years of fire department service; is the Director of Denver's 911 Communication Center; is the public information officer for Denver Fire Department; and has been an adjunct instructor for the officer development program, as well as an instructor at Denver's academy.

JEFF JOHNSON, Fire Chief & CDO, Tualatin Valley Fire and Rescue, joined the fire district in 1989, following an eleven year fire service career in Douglas County, Oregon. Chief Johnson served as Division Chief and Assistant Chief at TVF&R prior to becoming Fire Chief in 1995. Chief Johnson is the Vice President of the IAFC and holds membership in the Metropolitan Fire Chiefs Association and the various IAFC Sections. By gubernatorial appointment, he is the Chair of Oregon's State Interoperability Executive Council and a member of the Oregon Governor's Homeland Security Council. Chief Johnson holds a Bachelor of Science Degree in Business and Associate Degrees in Fire Science and Criminal Justice Administration. He is a graduate of the National Fire Academy's Executive Fire Officer program and achieved the CPSE Chief Fire Officer designation. During his leisure time, Jeff enjoys spending time with his wife Kay and their two children.

SHAWNA LEGARZA, is the surviving spouse of Marc Mullenix, who committed suicide in 2008. She recently finished her 21st year in Fire and Aviation Management. During her fire career she spent 16 years working on hotshot crews. Shawna was the first Superintendent for the San Juan IHC, where she served for six years, and has fought wildland fires all across the country to include Alaska and Canada. Other career accomplishments include: Completion of the USFS Joint Wildland Firefighter Apprenticeship Academy, an Associate Degree for Wildland Fire Management, a Bachelors Degree in Wildland Fire Management, a Bachelors of Science in Exercise Physiology, a Masters of Science in Kinesiology, and is currently working on a PhD in Psychology specializing in organizational leadership.

CINDY MATTHEWS, Director of Community Outreach for the West Metro Fire Protection District in Colorado. She has more than 20 years experience in public relations, media relations, marketing and communications experience with private, public and nonprofit organizations. Cindy is the regional director with the National Information Officers Association and has a Master's Degree in Communications from the University of Colorado at Denver. She has served as an adjunct faculty member for the University of Colorado at Denver and the University of Denver's University College.

MIKE McEVOY, PhD, REMT-P, RN, CCRN, is the EMS Coordinator for Saratoga County and the EMS Director on the Board of the New York State Association of Fire Chiefs. Formerly a forensic psychologist, he is a clinical specialist in cardiac surgery and teaches critical care medicine at Albany Medical College. Mike is a

paramedic for Clifton Park-Halfmoon Ambulance, chief medical officer for West Crescent Fire Department, and the FireEMS editor for Fire Engineering magazine.

WILLIAM METCALF, Fire Chief, North County Fire Protection District, located in the San Diego suburb of Fallbrook, California. Chief Metcalf's career spans more than 30 years in the emergency services field, starting with the Anne Arundel County Fire Department in Maryland. Director of EMS for the Colorado Department of Public Health and Environment, CEO of Jems Communications, and chief officer positions at Lake Tahoe and in Southern California. Chief Metcalf led the IAFC response to Hurricane Katrina and served as the initial chair of the IAFC's Emergency Management Committee.

KEVIN MILAN, Training Captain with South Metro Fire Rescue Authority, is the President of the Colorado Training Officers Association, Western Regional Representative of ISFSI, and recipient of NFA outstanding research awards in 2005 and 2006. He and Chief Ruoff have filled the roles of State Advocates for the National Fallen Firefighters Foundation since 2007.

MIKE MORGAN, Fire Chief, Rifle Fire Protection District. Mike began his fire service career in 1986 as a volunteer firefighter for the Rifle Fire Protection District. He was hired as Fire Marshal, the first employee of the District, in 1991, and served in this capacity until 1996, when he was appointed the District's first paid fire chief. The first paid responders were hired in 1999 and the District now consists of 22 full-time, 30 part-time, and 20 volunteer personnel, serving an area of about 411 square miles with a population of approximately 21,000, out of two fire stations (with station 3 to be opened soon).

DAVE QUINTANA, Assistant Chief, Denver Fire Department. Chief Quintana has 31 years of service with Denver Fire. He also served as Vice President of the Board of Directors of High Country Fire Protection District from 2002 to 2005. He was Denver Fire Department Chief of Special Operation and Terrorism preparedness from 2004-2008. He has served as the lead planner, and been involved in the facilitation and development of many exercises involving civilian and military teams, including special events such as the Denver Grand Prix. He was an honored speaker regarding joint military and civilian operations at the International NBC conference hosted at the University of Brno in the Czech Republic in 2008.

KATHERINE T. RIDENHOUR, Battalion Chief, Aurora Fire Department (CO), 23-year veteran, commands the City's largest battalion. She is a Plans Officer for FEMA's US&R CO-TF1, and has taught for many national conferences (Fire Department Instructor's Conference, IAFC Metro Chief's Association and the IAFF Human Relations

Conference). She is a passionate advocate for safe fireground practices and fair workplace treatment.

CHRIS RILEY, MS, CFO, MIFireE, is the Fire Chief of the City of Pueblo Fire Department and has lectured at all levels in the areas of leadership, mentoring, and professional standards. He is a 28-year veteran who began his fire service career in southern California and worked his way through the ranks to chief officer. As a chief officer, he has worked in several facets and capacities while overseeing several diverse divisions and programs. Through his graduate degree studies at California State University, Long Beach, Chief Riley developed a “Professional Standards Model for the Fire Service”. This model has been requested for use by over 125 fire departments throughout the United States. In 2006, he was appointed Fire Chief with the City of Pueblo Fire Department. In 2008, the City of Pueblo Fire Department became an Internationally Accredited Fire Agency through the CPSE. Chief Riley serves on the Colorado State Fire Chief’s Board of Directors, as President, and is the South Regional representative. He also serves the International Association of Fire Chief’s as the Chairman for the Professional Development Committee and co-developed the CPSE Mentor Program.

DINO A. ROSS, ESQ., is a firm shareholder and director with Ireland, Stapleton, Pryor and Pascoe, P.C. He is the head of the firm’s Special District’s Practice Group and the head of the firm’s Public and Private Employment Law Practice Group. Mr. Ross earned a B.A. degree, Phi Beta Kappa, from the University of Irvine, California, and a J.D. degree from the University of Colorado (Boulder). Over the last 17 years, Dino Ross has served as general counsel or special counsel to numerous fire districts across the State.

RANDY ROYAL, Battalion Chief, Colorado Springs Fire Department, with the responsibility of covering 1/3 of the city and having oversight of 7 stations and 10 companies within District 3. He has been with CSFD for 22 years. Chief Royal began his 32 year career in emergency services as a volunteer firefighter, a private ambulance paramedic and thereafter a career firefighter/paramedic. His background includes 28 years as a paramedic. He has also been involved in hazardous materials, tactical medical, special events management, EMS development and oversight, together with operational firefighting. Chief Royal holds a B.S. in Sociology and has attended numerous National Fire Academy classes.

JAY RUOFF, Training Chief with Littleton Fire Rescue is a fire service veteran committed to firefighter safety. Jay serves on the Colorado State Fire Safety Advisory Board, and is active in fire service training locally and nationally. Chief Ruoff is an

accomplished public educator filling leadership roles bringing fire safety to Colorado's children and fire service educators.

JEFFREY D. STERN, Executive Director, Homeland Security Advisory Council, U.S. Department of Homeland Security. The Homeland Security Advisory Council is an advisory board of 90 external senior government, private sector, and academic leaders who provide advice and strategic guidance to the Secretary of Homeland Security and the Department's senior leadership. Jeff also coordinates all 26 DHS advisory committees with over 600 members that provide advice on how to determine and meet various homeland security missions, how to best use the Department's \$40 billion budget, and how to lead 218,000 DHS personnel. He was the DHS coordinator for interaction with the congressional Commission on the Prevention of Weapons of Mass Destruction and Terrorism.

BOB STRATMAN, Wellness/Worker's Compensation Manager, West Metro Fire Protection District since 1998. From 1993 to 1998 he was the Health, Wellness and HR representative for Coors Brewing Company. Mr. Stratman holds a Bachelor of Arts in Economics and Social Science from Colorado State University and a Masters Degree in Wellness Management/Exercise Physiology/Nutrition from Colorado State University.

ERIC TADE, Captain, Denver Fire Department. Eric Tade is serving in his eighteenth year with the Denver Fire Department and currently holds the rank of captain. He also serves as the Governmental Affairs director for Denver Firefighters. Eric is one of the co-founders of the IAFC Company Officer program and is the local coordinator for Fire Rescue International when held in Denver.

MICKI TROST, PIO/Life Safety Education Specialist for the West Metro Fire Protection District in Colorado, for more than six years. She coordinates the fire prevention and safety programs for schools, businesses and community members, offering more than 75 programs to nearly 200,000 citizens throughout the year. Micki is a graduate of Regis University with a Bachelor's Degree in Communicaitons.