Attendees:

The following members of the Board of Visitors for the National Fire Academy were in attendance for the teleconference.

John S. Butler  
Fire Chief  
Fairfax County Department of Fire and Rescue  
12099 Government Center Parkway  
Fairfax, VA 22033

Chief Kevin D. Quinn  
Chairman  
National Volunteer Fire Council  
7852 Walker Drive, Suite 375  
Greenbelt, MD 20770

Eriks J. Gabliks  
Director  
Oregon Department of Public Safety Standards and Training  
4190 Aumsville Highway  
Salem, OR 97317

George M. Stapleton  
Finance Chief  
South Carolina State Fire  
141 Monticello Trail  
Columbia, SC 29203

Dr. Patricia A. McIntosh  
Emergency Management Coordinator  
College of the Mainland  
1200 N. Amburn Road  
Texas City, TX 77591

Steven P. Westermann (Vice Chair)  
Central Jackson Fire Protection District  
1609 NE Scarborough Drive  
Blue Springs, MO 64014

Andrew K. Pantelis (Chair)  
District Vice President  
International Association of Fire Fighters  
3060 Mitchellville Road, Suite 217  
Bowie, MD 20716
Mr. Andrew K. Pantelis, Chairperson, Board of Visitors  
Dr. Kirby Kiefer, Deputy Superintendent, NFA

Dr. Kirby Kiefer welcomed the board with opening remarks:

Good afternoon, and welcome to this meeting of the USFA/NFA Board of Visitors. This meeting is being conducted under regulations outlined in the Federal Advisory Committee Act (FACA).

I want to thank you for volunteering your time, diligent work and also for completing the necessary security and ethical processes to serve as Special Government Employees.

My name is Kirby Kiefer. I am Deputy Superintendent of the NFA and will be serving as Designated Federal Official at this meeting. My role is to serve as liaison between the Board of Visitors and the USFA. I am also responsible for ensuring that all the provisions of the FACA are met regarding the operation of the Board of Visitors. You know Ms. Debbie Gartrell-Kemp and Ms. Michelle Spielman, who will take the place of Ms. Ellen Newlin, whose work with FACA officials at FEMA and the Department of Homeland Security (DHS) have made this meeting possible and made my work immeasurably easier and more productive. I want to thank them officially.

Meeting the ethics and disclosure requirements is critical to our operation; you have already been briefed by our ethics lawyer and FACA officer so that you understand those ethics requirements. We have an agenda as published in the Federal Register. The times listed are approximate, and we may need to adjust the agenda to accommodate schedules. We must ensure that time for deliberations is adequate and that the public has ample time to make comments.

Dextera/ZAI support staff will be taking notes and will compile minutes. Minutes will include matters discussed and conclusions reached by the board. As Designated Federal Official, I am responsible for preparing the minutes and ensuring that they are certified by the meeting chair within 90 calendar days. All comments and notes will be available for public review forever.
You will be asked to prepare a report to the FEMA administrator as required by our enabling legislation.

Dr. Kiefer called the meeting to order.

Mr. Andrew K. Pantelis thanked everyone for being in attendance and for all the hard work everyone does.

**USFA Data Research, Prevention and Response**  
**Mr. Edward Metz, Librarian**

Mr. Edward Metz reported on behalf of Chief Richard Patrick. Mr. Metz reported the following:

- **National Fire Data Center (NFDC):**
  - The Enterprise Data Warehouse workshop is scheduled for state National Fire Incident Reporting System (NFIRS) program managers on May 27-31.
  - The chief of the NFDC is attending the DHS Science & Technology first responders’ resource group meeting in San Diego.
  - “Fire Department Overall Run Profile as Reported to the National Fire Incident Reporting System (2017)” was recently released and is available on the USFA statistical reports page.
    - Almost two-thirds (64%) of the reported calls to fire departments required Emergency Medical Services (EMS) and rescue services.
    - Only 4% of all reported fire department runs were fire related.
  - The study of emergent health and safety issues of the female firefighter and EMS responder with Women in Fire has been completed and is available on the USFA website.
  - The NFIRS reporting for 2018 shows that 22,190 fire departments have reported 21,775,045 incidents (all incidents). The 2018 reporting deadline is July 1, 2019.
  - Sprinklers in the FEMA temporary housing mission are being supported.

- **Prevention & Information Branch:**
  - The USFA will be releasing 32 new pictographs and 20 animations of pictographs this summer. The new pictographs cover fire safety, boating safety, fall safety, hotel safety, and swimming and pool safety to name a few topics. The USFA pictograph effort was recently featured in the April issue of Canadian Firefighter magazine.
- The USFA conference program is targeting not only national fire-related conferences (e.g., Fire Department Instructor Conference (FDIC), Fire-Rescue International, etc.), but also county- and city-level conferences (e.g. National Association of Counties, National League of Cities, and International County/City Management Association) to give us direct access to county-elected and appointed officials, mayors, city managers, council members, commissioners, etc., across the country.

- The Fire Marshal Interchange has been developed on the secure Homeland Security Information Network to allow fire marshals nationwide the opportunity to connect, communicate and collaborate daily about all duties that fall under the responsibilities as a fire marshal. It is in soft launch while we work out the kinks. The official launch is scheduled for this summer.

- A new library services contract has just been approved and provides revised hours and expanded services to better accommodate Executive Fire Officer (EFO) student needs in anticipation of the new EFO curriculum when it goes into effect in spring 2020.

- The library has prepared over four dozen summaries of leading research studies on fire and EMS topics, including ones on firefighter health and safety, medical drones, fire department turnout times, and more. These are published on the USFA Current Events and Issues web page.

- Emergency Response Support Branch (ERSB):

  - Shaken Fury 2019: As representative for the USFA with the FEMA Exercise Branch, the ERSB is involved in the Shaken Fury 2019 exercise. This exercise will be on the national and federal response to support a 7.7 magnitude earthquake at the New Madrid Seismic Zone. The exercise will involve four FEMA regions and eight states. The goal is to identify anticipated resources for response efforts from a catastrophic earthquake and to explore available options for filling the anticipated resource shortfalls. The ERSB is coordinating the USFA staff support at the National Response Coordination Center and Master Control Cell.

  - Field Operations Directorate Augmentation: The ERSB is collaborating with the FEMA Field Operations Directorate on a process to integrate mission-ready Type 3 Incident Management Teams (IMTs) with the FEMA Incident Management Assistance Teams (IMATs) during catastrophic or long-term response to a disaster. The Type 3 IMTs have the command and general staff elements that the IMAT’s require for long duration or catastrophic response. The IMTs may be ordered as a complete team or as individual positions as needed for the IMAT. Currently, the ERSB supports the development and sustainment of over 70 established IMTs across the nation, and many others are in progressive development.
- Fire Department Data Sets: The ERSB is working with internal and external USFA data sets to establish a robust Fire Department Data Set. Between the USFA Fire Department Registry, the DHS Homeland Infrastructure Foundation-Level Data, and the FEMA Geographic Information System, the hope is to have a vetted set of data on locations of fire departments within the United States and its territories. These data sets will provide accurate reporting of fire departments within an affected disaster area and will be used on the upcoming National Catastrophic Resource Catalog project survey.

Mr. Pantelis expressed that the pictographs are great and asked if the staff of the NFA has looked into doing any outreach surrounding them and special needs. Dr. Kiefer explained that the personnel who design them have a close relationship with special needs advocacy groups and advised that the committee can check into this matter after the meeting. Mr. Metz further explained that the pictographs are marketed to a variety of fire and life safety organizations under the Fire is Everyone’s Fight™ program, including those serving special needs.

Note: After the meeting, Mr. Metz reached out to public education specialist Ms. Teresa Neal who confirmed that the outreach for special needs is being done as Mr. Metz explained.

Deferred Maintenance and Capital Improvements on the National Emergency Training Center Campus
Dr. Kirby Kiefer, Deputy Superintendent, NFA

Dr. Kiefer reported the following on behalf of Mr. Al Fluman and the Management, Operations & Support Services Division:

For some time, we have been working with our information technology staff to develop the capability of applying for courses online rather than submitting paper applications. The process has been tested internally twice, with the most recent test taking place last week. A few items were identified and efforts are underway to correct them. Once the adjustments are made, we hope to initially make the online application process available to applicants for NFA and Emergency Management Institute resident courses.

The NFA application period for the October to March semester opened on April 15, and will close on June 15. To date, 927 applications have been received. During the same application period last year, 2,401 applications were received.

This past week, the campus had a major sewer line problem in the entryway to Building B (Student Center). This affected the restrooms and water service to the building. Emergency repairs were made. Water service has been restored to the Pub area, and work to restore use of the restrooms is expected to be completed this Wednesday, May 8.
Mr. John Carnegis reported on the EFO program symposium that was held April 26-28. There were 157 people in attendance. At the symposium there were several displays related to this year’s topic, “Today’s Challenges are Tomorrow’s Opportunities.” Chief Kevin D. Quinn asked how many participants were in the most recent program. Mr. Carnegis stated there were over 157; however, attendance was less than last year’s symposium. Potential reasons for the decrease included several other programs being competed with, along with the funding hiatus. Additionally, a feedback survey from this year’s symposium is being gathered, and results will be compiled and available to put into the minutes (see attachment). The theme for 2020’s EFO Symposium is being developed by the committee.

Mr. Carnegis also reported on the EFO program revision efforts. An on-campus session conducted with the subject matter experts took place last week. He explained that the work completed was specifically related to the Mediated 1 and Residential 1 courses of the program. The staff worked hard to ensure that the content is related to the research and results needed for the program. A graphic display is being worked on which will show what will be covered in all eight sessions over the course of the two-year program. There are currently 175 students from FY 2019 waiting for class assignments, and there is a plan to send a brief email out to explain what to anticipate, including the required text books and assignments. The revised curriculum is going to require a substantially larger commitment than it has in the past. Mr. Carnegis also advised that the application process is being revised and will now be linked into the program curriculum.

Mr. Ken Farmer reported on the Fire and Emergency Services Higher Education Recognition Program. He indicated that there are now five new colleges participating and that the online application process may have assisted in obtaining these students. He is hopeful this will continue to bring in new students interested in the program.

Ms. Lori Welch reported that the NFA is currently pilot-testing a new process for NFA-developed five-, six- and ten-day enfranchised courses. NFA training specialists have identified a select listing of the available courses. Technical specifications and the hosting application are available on the state dashboard and also online. The state/local host must coordinate with the training specialist. The state and/or local sponsor is responsible for all costs associated with the course delivery, including: instructors, course materials, classroom facility, etc., and they are responsible for reporting student participation. Students will receive an NFA course completion certificate and will be eligible for American Council on Education (ACE) course credit recommendation. Mr. Eriks J. Gabliks thanked Dr. Kiefer for sharing this information with the North American Fire Training Directors and the states at the FDIC last month and also thanked everyone for all their hard work on this matter.
Ms. Welch advised that the “Open State Weekend” is an idea that has been around for several years. Due to the leadership of Mr. Farmer and Chief Tonya Hoover, this has become a reality. The “Open State Weekend” is a training opportunity that will allow students to come from any state to participate in a free two-day training. The students will be responsible for their own travel and their meal tickets. The only expense the NFA will cover is the cost of the instructors. This will be a good way to utilize open beds and fill the campus on an otherwise empty weekend. The first opportunity will be the weekend of Sept. 28 and 29. There are currently 100 beds available and four classes are being offered:

- W0722: Health and Safety Program Manager.
- W0729: Incident Safety Officer.
- W0602: Shaping the Future.
- W0646: Leadership in Supervision: Creating Environments for Professional Growth.

Dr. Kiefer announced that enabling language was not in this year’s budget authorization; therefore, the state training grants are not available for fiscal year 2019.

Ms. Terry Gladhill reported that there have not been many changes in the self-study area since the March meeting. To recap: The NFA currently hosts 30 self-study courses. Ms. Gladhill explained that the work with the National Wildlife Coordinating Group (NWCG) is continuing, and the NFA is supporting 14 courses/exams. The Memorandum of Understanding with the NWCG is in the process of renewal; however, their branded environment will be decommissioned in the self-study learning management system (LMS). The NWCG is standing-up their own LMS, and we will continue to support them until it is completed. Ms. Gladhill also advised that the upgrade of the NFA LMS to version 1808 has been pushed to an October/November time frame.

Ms. Gladhill reported that a lot is happening in the mediated area. She explained that in addition to the NFA online team participation with EFO mediated courses that will kick off in January 2020, there are six other mediated courses that will be delivered between June and January 2020. The first hybrid/blended course will be pilot-tested in early July. Ms. Gladhill reported that three new mediated courses are under development, and five resident courses are being updated for use with the online/D2L platform. Ms. Gladhill also advised that the Office of the Chief Information Officer has confirmed the D2L/Brightspace LMS will continue to be supported until a long-term solution is in place. Mr. Farmer added that there is an online replacement for newsletters. The new free system is called E-Train, which stands for Training Information and Information Network and is based off of the Homeland Security Information Network. The system is being tested in development with select personnel and should be rolled out later this year.

Ms. Gladhill advised that the NFA’s Technology workgroup is continuing to standardize the classrooms. They will be working with the facility personnel to place double-monitors in the classrooms but will look at working with the projectors if that does not work.

Dr. Kiefer announced that Mr. Woody Stratton has retired effective April 26. He also advised that he and Ms. Gladhill will also be retiring later this year. Their positions will be announced shortly so that they are available to train their replacements. Dr. Kiefer also explained that Ms. Ellen Newlin moved to a new position, and Ms. Michelle Spielman will be taking over as Chief Hoover’s secretary.
Dr. Kiefer reported that two courses — Command and Control of Incident Operations and Emergency Medical Services: Incident Operations — have been reviewed by ACE and awarded three credits at the upper level.

Note: After the meeting, the following was provided regarding the Leadership and Community Risk Reduction branch.

<table>
<thead>
<tr>
<th>Curriculum Development and Revision Updates for NFA Courses</th>
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<tbody>
<tr>
<td>In Delivery</td>
</tr>
<tr>
<td>2-day — 23</td>
</tr>
<tr>
<td>6-day — 19</td>
</tr>
<tr>
<td>10-day — 4</td>
</tr>
<tr>
<td>Mediated — 5</td>
</tr>
<tr>
<td>Self-study — 11</td>
</tr>
<tr>
<td>62 courses</td>
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**Board of Visitors Subcommittee Activity Reports**

**Professional Development Initiative**

Dr. Patricia A. McIntosh reported that the conference call for this initiative has been suspended until after the September Board of Visitors meeting. Dr. McIntosh explained that she will be attending the R0703 National Professional Development Leadership Workshop on Sept. 21 and 22 at the NFA. She explained a communication was sent to fire and EMS leaders throughout the country to welcome them and asked if the remainder of the Board of Visitors committee was welcome to attend. Dr. Kiefer explained that this would be based on room availability and would be self-funded by the committee member.

**NFIRS**

Mr. George M. Stapleton advised that there was nothing to report.

**Final Comments/Adjournment**

Ms. Debbie Gartrell-Kemp thanked everyone for turning in their Office of Government Ethics forms by the May 1 deadline. With regard to the Board of Visitors vacancies, there have been 70 applications received, and there are three spots available. She reminded everyone that applications are due by May 20.

Mr. Gabliks expressed his appreciation for Chief Hoover attending the Oregon fire chief anniversary celebration. He stated that she did a great job and everyone appreciated her being there.

Meeting adjourned 2:13.
ATTACHMENT

Executive Fire Officer Program Graduate Symposium Evaluation Report
Executive Fire Officer Program
Graduate Symposium
April 26 - April 27, 2019

Evaluation Report

FEMA
Executive Fire Officer Program Graduate Symposium

Session Summary

- What the National Fallen Firefighters' Foundation (NFFF) Can Do for You
- Tall Wood Buildings
- Is Fixing Department Culture or Is It Bullying?
- Lying to Close Calls: Dishonesty in the Army Profession
- LGBTQ+, Part 1
- LGBTQ+, Part 2
- Creating Healthy Teams and Climate
- Diversity and Inclusion: What We Need for the Future of the Fire Service
- Firefighter Behavioral Health, Part 1
- Firefighter Behavioral Health, Part 2

- The presentation was informative
- The presentation was not organized
- The presentation was useful
- Contains ideas to help me do my job better

May 6, 2019
Executive Fire Officer Program Graduate Symposium

Is It Fire Department Culture or Is It Bullying?

Presenter was skilled and professional...

The presentation...

Was Informative

Strongly Agree: 42% Agree: 32% Neutral: 8% Disagree: 8%

Was Well Organized

Strongly Agree: 32% Agree: 36% Neutral: 14% Disagree: 2%

Was Useful

Strongly Agree: 62% Agree: 42% Neutral: 6% Disagree: 3%

Contained Ideas to Help Me Do My Job Better

Strongly Agree: 42% Agree: 42% Neutral: 14% Disagree: 22%
Executive Fire Officer Program Graduate Symposium

Lying to Ourselves: Dishonesty in the Army Profession

**Presenter was skilled and professional...**

N=44

**The presentation...**

- **Was Informative**
  - Strongly Agree: 65%
  - Agree: 27%
  - Neutral: 6%
  - Disagree: 0%
  - Strongly Disagree: 0%

- **Was Well Organized**
  - Strongly Agree: 43%
  - Agree: 26%
  - Neutral: 7%
  - Disagree: 0%
  - Strongly Disagree: 0%

- **Was Useful**
  - Strongly Agree: 91%
  - Agree: 4%
  - Neutral: 3%
  - Disagree: 0%
  - Strongly Disagree: 0%

- **Contained Ideas to Help Me Do My Job Better**
  - Strongly Agree: 91%
  - Agree: 5%
  - Neutral: 3%
  - Disagree: 0%
  - Strongly Disagree: 0%
Executive Fire Officer Program Graduate Symposium
Firefighter Behavioral Health, Part 2

Presenter was skilled and professional...

- Strongly Agree: 100%
- Agree: 100%
- Neutral: 0%
- Disagree: 0%
- Strongly Disagree: 0%

- N = 29

The presentation...

- Was Informative
  - Strongly Agree: 60%
  - Agree: 27%
  - Neutral: 9%
  - Disagree: 1%
  - Strongly Disagree: 0%

- Was Well Organized
  - Strongly Agree: 24%
  - Agree: 8%
  - Neutral: 8%
  - Disagree: 2%
  - Strongly Disagree: 0%

- Was Useful
  - Strongly Agree: 99%
  - Agree: 99%
  - Neutral: 0%
  - Disagree: 0%
  - Strongly Disagree: 0%

- Contained Ideas to Help Me Do My Job Better
  - Strongly Agree: 85%
  - Agree: 11%
  - Neutral: 11%
  - Disagree: 1%
  - Strongly Disagree: 0%
Executive Fire Officer Program Symposium

Participant Responses—Evaluation

What did you find most useful about the Conference?

➢ Subject matter of presentations.
➢ Networking.
➢ Networking and topics.
➢ Networking with other fire service leaders. Listening to topics that haven’t been broached in my area.
➢ Networking/discussions.
➢ Relaxed, open format.
➢ Networking opportunity.
➢ Focus on diversity and behavioral health.
➢ Networking! Catching up with classmates! Conference material.
➢ Behavioral health.
➢ The topics. They were relevant for today’s type for fire department.
➢ Networking.
➢ Networking, mental health info.
➢ Good topics.
➢ Peer to peer.
➢ Opportunity to network.
➢ Very good grouping of speakers.
➢ Most presentations were based on the general needs of the fire service.
➢ Dishonesty in the Army.
➢ Networking.
- Peer to peer networking and information sharing.
- Tall Wood Buildings was new information to me.
- Interaction with peers.
- Saturday presentations.
- Dr. Janke’s presentation.
- Thought provoking topics. Stuff that we need to think about and start cultivating.
- Presentation of information from various perspectives and experiences.
- Gained useful info from each presentation.
- LGBT presentation and behavioral health (tie).
- Networking.
- Networking and presenters.
- Networking, mental health info.
- I couldn’t say! It was all useful!
What did you find least useful about the Conference?

- The panel discussions were a little distracting. More presenters just presenting.
- LGBTQ.
- Sound system was horrible.
- Nothing really. It's all good.
- Bullying presentation.
- The type of topics. They were relevant for today's topics.
- Inclusion too long.
- I really have nothing to list. Found everything useful.
- Don't believe this conference should have political or social agendas.
- VandeSchoot presentation.
- EFO Paper Discussion Panel.
- The apparent lack of "practice" by some presenters really hindered effective delivery of their programs...especially the co-
  presenter model.
- LBQXYZ—just treat everyone with equal respect.
- Seemed somewhat disorganized. Didn't know until I got here that there was no Sunday presentation.
- NFA staff.
- Food was poor ad price was excessive. Sound system in auditorium is embarrassing.
- Panels.
- Graduation.
- Presentation on bullying.
- The panel discussion.
- [An inappropriate comment regarding an article of clothing was removed from this report.]
Suggestions for Improvements:

- One block per subject. LGBTQ could be 1 hour.
- Fix the audio system.
- Presentations and PowerPoints with contract info provided on a drive.
- Case studies on presenting discipline specific research.
- IT issues were too frequent. Test beforehand.
- Would like to see schedule mailed to us sooner.
- Enjoyed the symposium.
- Staff rides, charging attendees to get better instructors and staff ride.
- I would like to see more leadership speakers such as Royal Mortenson.
- More information of what to expect for first time attendees before they arrive.
- Put back “Chuck Chats”.
- Can’t we please find a workaround to the persistent A/V issues? A professional A/V contractor using a stand-alone system would solve the issue. Consider grant or sponsor opportunities as money is the issue.
- I miss the log cabin dinner.
- Move symposium back to “T” auditorium.
- Reinstate Saturday evening banquet and EFO awards presentations.
- Conflict resolution skills.
- I think break out session would be a great tool. For some presentations, slide handouts would also be helpful.
- Upgrade sound system.
- Find out number of graduates first to determine if it should part of the program.
- Vet speakers more thoroughly.
- Improve A/V.
- Program for the second night?
- An early agenda would be helpful. Past graduations were special ceremonies. We have gotten away from that format. EFO graduation is something to be proud of. Let's celebrate it again!
- Would like more staff rides. Willing to pay. Could be an optional third day. Inclusion and diversity way too in your face! I get it.
General Comments:

- There was a participant named Michael who stood at the back of the room and talked like he was an instructor for the NFA—very distracting. Kept leaving the auditorium while speakers were talking.
- Keep it going!
- Good learning—will definitely come back.
- First conference. Very informative. Nice to hear from a number of EFO peers and others who face similar challenges.
- Thank you. Great time.
- Excellent.
- First speakers on Day 1 should provide strong motivational speeches... not start with “Well, let me see what I wanted to share with you.
- Thank you for taking the time to put this program together!
- Enjoyed the symposium.
- Burt Clark needs to dress appropriately.
- Great experience. I will be attending every year moving forward.
- Going to be a challenge next year to beat this one.
- Great conference. I look forward to attending again.
- Overall a great learning experience.
- Things seemed a little more disorganized than usual, but not harmfully so.
- Found the dining room food less than desirable.
- Very disappointed in NFA Superintendent presentation. Could have read it online. Expected her to be more prepared. Encourage new graduate attendance.
- Overall another good symposium. Thanks to all.
- Thank you NFA for continuing commitment to professional development.
- I am grateful for the opportunity to attend. Angie Krantz and John Carnegie were great hosts and ambassadors!
- Great job.
- Bring back SMOC (or SMOG) for growth! Symposium staff rides were great—would like to see them again.
- A/V issues in the first few hours, perhaps, but the entire time?
- Terrific event!
What the National Fallen Firefighters' Foundation (NFFF) Can Do for You

- NFFF is a great program! Our fire department is already utilizing many of the resources reviewed today. Strong marketing. We are full supporters.
- More of an update.
- Excellent info. Will take it home and apply it.
- NFFF programs are very beneficial. Information about new programs is welcome.
- Could have been more specific.
- Good information.
- Good reminder to have policies in place in case of line-of-duty death.
- Good to hear an update on the program and how it is expanding.
- Definitely brought to light my need to look at all the things my department should do for LODD.
- Great info on NFFF and transition into the wellness component efforts. Thank you!
- The information given (received) will assist me in articulating what the NFFF is all about. The slides about the website were key and will definitely be used. The presentation was clear and timeframe was appropriate.
- Thanks for what you do!
- Appreciate John Tippett's experience and dedication.
- Great organization. Very great supporter of firefighter safety.
- Video—no audio. Need to address these ongoing issues with the sound system.
- An absolute necessity in every department.
- No fault of the presenter, but A/V was a little rocky.
- Well presented—thank you for all you do.
- Would have been good to have more info on the "sister organization".
- Brought information I had no idea of. I will bring this back to my department to improve our organization.
- Very good—was very informative and useful.
- Good info—I have heard there have been interruptions in the services of the NFFF during government shutdowns. How did the recent shutdown affect service and what is staff doing to maintain NFFF functions during those times?
- Technical problems made it difficult to understand speaker initially. Information was useful, but it has been covered before.
- I learned there were so many things that the NFFF can do for me! I had no idea there are so many facets of NFFF!
Tall Wood Buildings

- Excellent and informative.
- Interesting, but I will not experience that type of construction.
- Great program. Shows need for fire service to be involved in code development.
- Great info! Very well presented.
- Very informative, great topic. I would like to have the presentation in the other things like valet garbage, Uber fuels, etc.
- Excellent presentation.
- Great, thought provoking info. The work done now will affect the fire service long after we are gone. Thank you.
- Useful information about pending issues. Code process information was good.
- Speaker very passionate, but still realistic. Identified areas that many fire chiefs lack knowledge. Futuristic topic. Good integration of time-lapsed video. Emphasized fire service impact in codes.
- Presentation was on-topic, but toward the second half, tended to wander.
- Eye opening information.
- Great job implementing tall wood buildings in big or small city areas, one story to 80 story. Define CLT before you start.
- Very good topic—starting to see this type of construction in my state.
- Very enlightening—Chief O’Brien, very knowledgeable. Great info. Take time to research more on my end.
- Excellent knowledge base.
- NFA quality.
- Thought provoking; informative; scary (to a degree); great heads up! Got to get educated on this quick! Thank you!
- The presenter demonstrated that extensive research was done. The presenter was able to introduce this fairly quickly new information to be relevant to operation and fire life safety divisions, which for me made this a good presentation.
- Great presentation, this sparked my interest to do more research into CLT construction.
- Was informative and timely, Mike well versed on topic.
- Very good, very informative. Good overview of new building construction methods.
- Great topic.
- Excellent presentation.
- Kept referring to CLT without explanation.
- Heard presentation on this topic last year in Hong Kong at Fire Asia 2018. Codes are extremely important but are only effective as the codes are enforced. Biggest concern is code enforcement.
- Great presentation with great info. Getting ahead of a serious trend in the fire service.
- Very informative. Have a code background but even for those that do not, very important info for responding personnel. Situational Awareness!
- Good information and code development process. Lots of questions for the future. Good justification for more education.
- Thank you for the information. An obvious challenge for the fire service moving forward.
- Excellent program! There is opportunity for a symposium/weekend/conference for fire service professionals to discuss these topics. Even if the fire service isn’t all that well represented at code discussion specifically, our input could be gathered for those who do represent.
- Knowledgeable presenter and all new info for me. Mike was very comfortable with the material.
- Interesting topic. Very informative. Learned several new concepts of construction.
- The presentation was extremely interesting! It was information I didn’t have before the presentation. The speaker did such a great job, I wanted to hear more.
Is It Fire Department Culture or Is It Bullying?

- Good material, but weak presentation. Slides should support presentation. Presenter essentially read slides, not a polished presentation.
- Appreciated the information provided. Opened my eyes to a current challenge within the fire service.
- Very good. Said things I did not know.
- If we want to promote a “family” atmosphere, we have to recognize normal sibling interaction (healthy fire service culture) versus domestic abuse (bullying). Only direct engagement or supervisory staff with line staff can glean information to catch the abuse before long-term damage is irreversible. Unfortunately, culture and abuse are not two sides of a coin, but may exist simultaneously at the kitchen table, even in a single interaction between individuals. Making the distinction, and intervening when appropriate with timely guidance, is the challenge we ask of our line officers. While some individuals are promoted with intrinsic abilities with such social engineering, many, if not most, new and even experienced officers lack this ability. An administration that lambasts social abuse, and by extension, the line officers who in retrospect may not have intervened strongly enough, this administration is hypocritical if nothing has been done proactively to foster KSAs in high level social interaction. Bullying and abuse are clearly intolerable, but the culture/bullying distinction is often in the eye of the beholder. As long as humans make up the bulk of the fire service, this paradox is unlikely to improve.
- Good content and well presented.
- Never realized that what I thought was a “right of passage” could be bullying.
- Was hoping for more. Clear examples would help explain the difference between bullying and harassment. Way too many slides for the allotted time. Presentation rushed and too much slide reading.
- Maybe pace yourself and expand on the material presented.
- Good topic. More on how to prevent.
- Emphasis on TRUST as a fundamental. Fire service cultural value should have been emphasized.
- Would have liked to see more explanation to fire service and give specific examples.
- A lot of information. All good and applicable. Maybe more info on cultural services and case history that would be good examples.
- Good, but seemed canned and rushed.
- Great content, but the issue that emerges now is that in the age of sensitivity, anything a person says can regardless of how correct, appropriate and professionally factual, can be construed by the recipient as harassment, bullying, etc. I strongly believe there is no room for harassment or bullying in any setting, but the scales are now tipped dangerously in the direction where no
matter how professional or appropriate the comment, anything you say is construed or put in a negative context, we always end up losing, there has to be a more balanced optimal place, and we are not there.

- This topic is not new and has been around as long as more than one person exists. It is hostile workplace environment when it is tolerated. In this presentation, it stated that a bully does the behavior because they have been made to feel inadequate. This in fact, means the bully is being bullied. So, much like epidemiology, we must trace this back to bully zero, and that provides us the ability to eliminate the source. Yes, this solution is ridiculous. The point is we have all been bullied at some point in our lives. What is needed to teach coping and communication skills. Do not take this as I accept or promote behavior that offends or belittles any person for any reason. The solution is not policy or rules (that is reactive). The solution is communication and relationship skills, and open-mindedness in everyone!

- Good presentation.
- Good wake up call.
- Boring presenter. Quit reading the slides to us. we can read—speak slower.
- Basic info—not really very informative. Reading slides, but doesn’t expand on bullet points.
- Good topic. Good resource.
- Good presentation on current topics. Well done!
- The speaker rushed through information and spoke too fast to allow for understanding.
- Should write the presentation on solutions. Also describe what the culture should look like.
- Support information about bullying issues is helpful.
- Great topic: it’s the way we always do it (not). Just scratching the surface. Put 3 guys in a station and see what happens. A culture we want to change.
- Very good approach to discussing session.
- Lots of info for the topic. Be prepared to talk at greater depth. Went too fast. Get away from your notes and make it more conversational. Tough topic to be PowerPoint—this topic along with PTSD needs to happen in a conversational format. Adding some scenario videos to show incidents.
- Need a few fire service examples and outcomes.
- Great energy!
- As I was listening to this very, very interesting speaker, I started to recall everyone I could recall who bullied me throughout my life (age 12 to current). It was both helpful and a little painful. It was a very current topic!
Lying to Ourselves: Dishonesty in the Army Profession

- Great presentation!
- Well done—good cross over application to the fire service.
- Superb presentation and absolutely accurate!
- Awesome presentation. Great reality of the truth in every organization.
- Great presentation! Thought provoking.
- Wow! Great stuff.
- Thought-provoking. Thank you.
- Great topic and presenter. Need more like this and less fire department “experts”. Get back to “Chuck Chats”.
- Excellent and thought provoking.
- Phenomenal presentation! Well spoken, very informative and can extrapolate the info to improve the fire service.
- Wow. This one hit home!
- Good material/information from a non-fire perspective.
- Best of the day. Thought provoking for all of us as it relates to everything.
- Outstanding.
- Great presentation. Brave subject matter applicable to us.
- Very thought provoking.
- Always great to hear from professional outside of the fire service.
- Fantastic!
- Good information. I can relate!
- Would love to bring him to my organization.
- Amazing and very thought provoking. We need to re-evaluate our check box world in the fire service. Excellent statement. Thank you.
- Excellent open presentation of an issue that we are all affected by.
- Courageous subject. Provoked thought.
This was excellent—back to the cutting-edge-external-to-the-fire-service subject matter that the symposium has been known for. More!

Very bold leader. Defined ideals no one speaks about.

Great speaker. Gets audience involved.

Very impressive topic, presenter was very entertaining, would like to see more topics from the military on leadership and discipline.

Amazing. Such a reality check! So applicable to the fire service. Thank you for bringing this to us. Definitely makes me reflect.

Best presentation of the day.

Exceptional presentation, Good speaker.

Excellent talk! Persuasive global problem with no easy solution. Perhaps the fruit of a lifetime of unrealistic expectations imposed on people in effort to keep having a rosy picture-perfect world.

Awesome presentation. Totally relevant to the fire profession.

Wonderful presentation! It didn’t take long for me to recognize my former fire department. I always thought it was only my coworkers! It’s good to know we weren’t the only ones who “lie”. The bad thing is that agencies accept the lies. Why not change the way things are so the “lie” isn’t needed? How interesting is that?
LGBTQ+, Part 1

- Very good, enlightening. Hope it spurs more conversations.
- Good presentation and perspective.
- Accusing “the evil white male” is bullying. Stop wasting our time. This is an agenda.
- A very thorough and thoughtful look at a somewhat sensitive subject. Discrimination of any kind has no place in the fire service or society in general.
- Session was informative.
- D and I not something that was taught in my generation. Now that I am in a leadership role, I see how we can change our culture to better the future fire service. Thank you.
- Excellent speakers.
- Great presentation. Well prepared. Good to talk about a topic not many are willing to discuss.
- This topic is very timely for me, as we (department) are dealing with it at the present time. Tough group for the topic! This is what I expect from an EFO Symposium. Thank you!
- Excellent! Bring them to main stage!
- Eye opening and very valuable information.
- Good discussion on emerging topic.
- Good information and explanation.
- Why can’t we treat everyone the same? Why do we have to “flaunt” the LBGTQ?
- Great job. Very applicable and a topic that is not discussed and understood enough. Definitely will allow me to reflect on my own actions and acceptance in fire department.
- Tough topic. Well done.
- Timely. A focal point/topic that must be clearly addressed by all agencies/levels. Any level of discrimination/bullying/exclusion cannot and will not be tolerated.
- The presenters did an excellent job presenting a topic that is a tough conversation still today in our world.
- This was a valuable topic. It got me to think about the “non-married” or people who never talk about relationships or homelife.
- The presenter cannot mock Christian values and expect to have credibility to ask for tolerance.
- Due to a PC world, why can’t my religious views ever play into my acceptance of LGBTQ+ issues? These people are welcome into our organization, however I don’t have to personally like it, but be tolerant and enforce the boundaries.

- Valuable presentation—thought provoking. Would like to see reference slide. A lot of the material referenced was 10+ years old.

- Information is good and useful moving my department forward.

- Timely. Much needed discussion.

- Overkill. Chief Rizzi could have done the presentation without Chief VanderSchoot. Vanderschoot’s presentation was overkill. The question is “How do we make the fire service non-discriminatory and accept all genders for who they are?” If you can do the job hire or promote them.

- Topic in general was good, but presentation and information has little to do with leadership. The presentation was ok for 7th grade health class. Poor for this course!

- Why would I want to hire a person who has a high chance of suicide? I don’t have a problem with what one does in private, just don’t flaunt it in the workplace.

- What an interesting presentation! I was surprised and grateful that the symposium included the topic.
LGBTQ+, Part 2

- Not informative for this audience. “Waste of half day.”
- Laurie and Deryn did a great job with tough material. The videos and “Out of Closet” exercise were powerful. Thanks to both!
- At a time in our history when inclusion seems to be losing ground, an important message was transmitted. It was heard.
- Thank you.
- Good presentation that I can apply to my department moving forward.
- Think the topic could have been in one part, not two parts.
- Good, thought provoking activities.
- Case studies were fantastic!
- Excellent.
- Good information.
- This was disgusting. The scenarios were helpful. This is selling an agenda. Presentation dominated by one presenter.
- A classic. I sat in on a shorter version of this presentation at IAFC FRI 2018. The two hours the Symposium dedicated to this presentation resulted in a much more comprehensive and thoughtfull activity.
- Not sure the presenter won me over to their perspective.
Creating Healthy Teams and Climate

- Some context—recent history in Fairfax County—would have been helpful. Otherwise, not enough content.
- Many glittering generalities. Liked the positive outlook. Good explanation of shifting staff.
- Too much patting each other on the back.
- Good info. Thank you.
- Hard to follow.
- Great discussion.
- A little disjointed, but useful.
- Not sure what the message was?
- Great combo!
- Good news of how cooperation works.
- Seemed to reiterate what we have already learned/heard earlier in symposium.
- Great presenters. Great topic on leadership and being a part of a team.
- Great to see relationship—it is important to success! Gave me ideas to use to improve my fire department.
- Thank you. PowerPoint would be helpful!
- Didn't seem organized. Didn't seem complete/prepared.
- The focus was more on the chief's relationship with the county administrator than on team building and climate.
- Great topic! The introduction of their topic was not very clear at the beginning. The speakers were able to articulate what it takes to work within an organization and deem the importance of knowing and getting buy-in from folks that ultimately make the final decision. Very informative!
- I've had a lot of courses that talk about the value of having a good relationship with town government. That being said, I enjoyed the presentation.
- Great cooperation from Bryan. Would like him as a boss. Chief has done a good job changing culture of organization due to good vision and sharing organization's values.
- Great insight. I will be working on a better working relationship with my city manager moving forward. The vision of my department will be shared with him. I will continue moving forward.
➢ Wish John the best for a better fire service!
➢ Clearer perspective of executive level leadership.
➢ Could not tell for sure what his objectives were. Not much for me to take home.
➢ Great use of public officials.
➢ The title for the presentation did not quite match the discussion, but still very good and worthwhile.
➢ Very informative.
➢ Good relationship with different levels of government.
➢ I enjoyed listening to people who enjoy their jobs!
Diversity and Inclusion: What We Need for the Future of the Fire Service

- Panel was just ok. Presenters were stronger on their own.
- Redundant.
- Panel was different than agenda.
- Revealing panel discussion. Consider including this type of format in future symposiums. Good job, Aisha!
- Not sure, did not flow well.
- Question and Answer was good.
- Presenters? Session did not offer a lot of new information.
- Too much about the 1980’s and 1990’s issues—Vanderschoot. Several generalities that were not quantified. Use of court case was good, but more emphasis on prevention is needed.
- Where was Burt Clark (Never mind!) Tended to be somewhat repetitive of AM presentation of Laurie V., Chief Butler and C.M. Hill.
- Informative.
- Panels are hard and not very informative for me.
- The “flow” got a bit boring to me. Questions seemed to repeat.
- I wasn’t a fan of the panel aspect of this. Why not just have an open discussion? I would have gotten more out of this if it was presented in a different manner.
- Audio problems played a role in the mediocre response to this.
- Great leadership topic, but I think a lecture is more effective than a panel discussion.
- Good discussion on inclusion. Examples will help in my department. Panel has expertise in this.
- Thank you for the relevant issues and conversations.
- Not very deep. Lots of respect and thank you, but I wanted more. What was the take-away?
- Another timely topic.
- Too much diversity. Panel discussions seemed disorganized and forced.
Firefighter Behavioral Health, Part 1

- Very good presentation.
- Subject matter that we need to continue to work on.
- Great stage presence and ability to command attention.
- Excellent!
- Last part was a little in-depth for me.
- Nice to see the science behind the problem.
- Excellent presenter.
- Identify the problem, we need to know how to deal with it. Excellent stuff. Keep it going.
- Excellent presentation!
- Excellent content and presentation!
- Excellent presentation.
- Thanks!
- Great presentation.
- Very engaging!
- This has been a hot topic for the past couple years. I believe we need to make this part of recruit and ongoing training. Excellent presentation.
- Great presenter! Good science review.
- Fantastic. NFA Quality.
- Great presentation and info!
- Lots of general information. Spend more time sharing information that ties to our job.
- Good enthusiasm.
- Very informative. Very relative to fire service.
- Very energetic! Great job! Would love to hear other research info.
- Very interesting stuff! Something new to apply in life and work!
Firefighter Behavioral Health, Part 2

- Great info!
- Good ability to connect with audience. Such a complex topic broken into manageable pieces.
- Nailed it. NFA quality.
- Excellent!
- Thank you!
- Good presentation. Part 2 could be in Part 1.
- Tied to fire service a little better.
- Great topic. Information was very relatable and useful.
- Excellent!
- Very useful info.
- Great information.
- Excellent speaker—able to tell a story and impart knowledge about behavioral health in a funny engaging way.
- Work life balance is a major issue most chiefs don’t do well with.
- Excellent part 2.
- Nicely presented.
- Good info.
- Excellent presentation.
- Could have listened for hours! Great style! Thanks!