

By MARK EMERY

The Ten Comma

Command-ment IX: Thou shall address three strategic priorities by supervising NINE primary phase tactical objectives.

The strategic priority Action Plan Template (APT) is an easy-to-learn tool that will quickly produce an appropriate incident action plan. A strategic priority Action Plan Template can be developed for virtually any type of incident.



Supervising and managing the “primary phase” of your square-foot fireground action plan.

“A plan is a list of actions arranged in whatever sequence is thought likely to achieve a goal.”

—John Argenti

MARK EMERY, EFO, is a shift battalion chief with the Wood-ville, WA, Fire & Life Safety District. He is a graduate of the National Fire Academy’s Executive Fire Officer program and an NFA instructor specialist. Emery received a bachelor of arts degree from California State University at Long Beach and is a partner with Fire Command Seattle LLC in King County, WA. He may be contacted at fcia@usa.com or access his website www.competentcommand.com.

It’s time to discuss options for supervising and managing the “primary phase” of your square-foot fireground action plan. You cannot competently supervise and manage an action plan without appropriate strategic tools. These strategic tools will enable you to achieve and maintain tactical accountability. This article will introduce you to two strategic tools:

1. The incident status board
2. The Action Plan Template

During *any* incident, you have three strategic priorities: life safety, incident stabilization and property conservation. During many incidents, property conservation is not an issue for the fire department (example: trench rescue). The order of these strategic priorities never changes; life safety is always number one. However, your tactical priority will almost always be incident stabilization. Recall the scenario described in a previous Command-ment article: *Car-versus-pole collision, major damage, two unconscious teenagers trapped in the car, a power line draped over the hood, fuel leaking and traffic whizzing by.*

- Do you have a life safety problem? Yes, two “red” patients.
- Do you have stabilization problems? Yes, traffic, the vehicle itself, the pole, the power line and the leaking fuel.

As mentioned, life safety is *always* your strategic priority. Given this scenario, your *tactical* priority is to stabilize the incident – you take care of your people before taking care of the car’s occupants.

Phases of Incident Control

Recall from Command-ment VII that the “primary phase” of incident control includes all actions *before* the incident has been stabilized (Figure 1). The “secondary phase” includes all actions *after* the incident has been stabilized (Figure 2).

OFFENSIVE SUCCESS

The following four benchmarks are evidence of a successful standard offensive fireground game plan:

1. Exposures stabilized
2. Fire confined
3. Primary search “all clear”
4. Primary salvage complete

nd-ments

Of Intelligent & Safe Fireground Operations

Don't forget to address the three standard offensive game plan support objectives:

1. **Water Supply**
2. **RIT = SB + BU**
3. **Utility Stabilization**

During the square-foot fireground *primary phase*, nine tactical objectives will address your three strategic priorities:

Life safety objectives

1. Rescue
2. Search and rescue
3. Primary search

Incident stabilization objectives

4. Evacuation
5. Exposures
6. Confine
7. Ventilate
8. Extinguish

Property conservation objective

9. Primary Salvage

Five of the nine tactical objectives comprise my (primary phase) *standard of offensive game plan*:

1. Primary search
2. Confine
3. Vent
4. Extinguish
5. Primary salvage

These five tactical objectives (and three support objectives) will always be addressed when the fireground operational mode has been declared "offensive." Should there be someone to rescue, civilians to evacuate and an exposure to stabilize, once the person has been rescued, the civilians have been evacuated and the exposure stabilized, the standard offen-

THE TEN COMMAND-MENTS

- I. Thou shall have ONE competent incident commander.
- II. Thou shall maintain teams of at least TWO personnel.
- III. Thou shall recognize THREE situations that kill firefighters.
- IV. Thou shall ensure that FOUR sides are seen and compared.
- V. Thou shall not exceed a span-of-control of FIVE.
- VI. Thou shall operate within one of SIX operational modes.
- VII. Thou shall perform the SEVEN-step action plan process.
- VIII. Thou shall make EIGHT assignments early.
- IX. Thou shall address three strategic priorities with NINE tactical objectives.
- X. Thou shall evaluate the situation, mode and plan every TEN minutes.

Incident Action Plan

Primary Phase

Three Strategic Priorities
Nine Tactical Objectives

Incident Action Plan

Secondary Phase

Three Strategic Priorities
Three Tactical Objectives

sive game plan will *always* be addressed. The standard offensive game plan should be etched into a fire officer's brain.

Offensive Success

There are four benchmarks for success when the fireground has been declared "offensive":

1. Exposures have been stabilized
2. The fire has been confined (to the room, floor or perhaps even to the occupancy of origin)
3. Primary search has been declared "all clear" by the command post
4. Primary salvage has been completed

Of course, *extinguishment* is an offensive fireground objective; however, once the fire has been "confined," it will go away when the fuel is gone.

Once primary search has been declared "all clear," the fire department represents the most value. (I'd love to see someone's list of what is more valuable than a firefighter.) There is no justification for compromising the thing

that represents the most value on the fireground.

Words (Should) Mean Something

In order to establish a strategic thread that extends from the command post to team members toiling in the hazard area, words need to mean something. The command post declares the overall operational mode and develops the incident action plan. The incident action plan includes tactical and support objectives that will address life safety problems, incident stabilization problems, property conservation problems.

Between the command post and task-level firefighters there are two important connections that ensure the strategic thread is not compromised: the team leader and a division supervisor. The team leader (usually a company officer) is always with the team (firefighters). Recall from Commandment II that team leaders must C.A.R.E. for their team members by monitoring condi-

tions, air, radio and egress. In addition, team leaders are responsible for personnel accountability.

Although the team leader is with the team, he or she *should not* be operating at task level. When a team leader is at task level, it's impossible for that leader to C.A.R.E. for team members. Except for training, it is unacceptable for a team leader to be at task level while team members watch.

So that the command post does not exceed a span of control of five, team leaders report to a division (or group) supervisor. Thus, the (figurative) strategic thread originates at the command post and extends to a division supervisor, extends from the division supervisor to assigned team leaders, and from team leaders to the members of each team. Establishing this strategic thread is essential if you are to achieve and maintain tactical accountability and eliminate freelancing – that's right, I said *eliminate freelancing*. Integrated tactical accountability eliminates both strategic freelancing and eliminates tactical freelancing.

“What do you want to achieve or avoid? The answers to this question are objectives. How will you go about achieving your desire results? The answer to this you can call strategy.”

—William E. Rothschild

So that words mean something, let's clarify a few common fireground role and responsibility words: *strategy, tactic, method* and *task*.

STRATEGY: Originates at the command post

Declare operational mode: “Main Street Command is offensive from side A on floor 2.”

Determine stabilization strategy: Confine the fire to floor 2 and protect exposures.

Draft stabilization action plan: Evacuate and stabilize exposures, confine the fire to floor 2, coordinate with ventilation, stabilize the attic, extinguish the fire.

TACTIC: Tactical objective assigned to a team leader by a division/group supervisor

Tactical objective: Ventilation
METHOD: How the team will accomplish the tactical objective

Ventilation method: Positive pressure
TASK: How team members will execute the selected method

Tasks to complete objective: Obtain and position gas blower on side A, start the blower, establish exhaust opening on side D, pressurize occupancy, determine effectiveness of ventilation, monitor side D exposure and soffit, etc.


Here's where fireground strategy breaks down: If you simply assign a team leader the objective “ventilation” and let the team leader determine the method of ventilation, this is method-level freelancing could easily produce an uncoordinated offensive operation. (Team lead-

From the Name in Safety, Rescue and Survival...

JSA-200, JSA-200B Plastic and Breakaway Stretchers

Ideal for unusually rugged rescue situations such as industrial, mining and construction.

The Junkin JSA-200 Plastic Stretcher consists of a yellow high-density polyethylene shell and stainless steel outer rail.



Designed to rescue injured persons from locations where lengthy foot travel is mandatory.

The Junkin JSA-200B Break-Away Plastic Stretcher is designed to break into two halves which can be backpacked to the point of rescue and assembled in seconds.

Dimensions
Length: 84 1/2" Load Capacity: 1200 lbs.
Depth: 7 1/2" Shipping Weight: 32 lbs.
Width: 24"

JUNKIN
SAFETY APPLIANCE COMPANY
502-775-8303, fax: 502-772-0548
3121 Millers Lane, Louisville, KY 40216
www.junkinsafety.com

Indicate 147 on Reader Service Card

Accountability Systems

Engraved ID Tag with Trigger Snap



Plastic - \$5.00 Ea. **Aluminum - \$6.50 Ea.**



ID Badges - \$5.00 & Up **IC Boards - \$17.00 & Up**

MY-LOR, Inc. 866-545-1474 Toll Free
(Evening and Weekend Calls Welcomed)
www.my-lor.com - mylorinc@yahoo.com

Indicate 148 on Reader Service Card

ers have a propensity to select an objective that offers the most tactical entertainment.)

Somebody at a strategic level needs to ensure that the method does not conflict with the overall strategy. In short, strategic-level freelancing begets tactical-level freelancing, and tactical-level freelancing begets method-level freelancing. Method-level freelancing often places firefighters in the wrong place at the wrong time. An example would be firefighters breaking windows while teams are inside a smoke-filled occupancy. The ensuing rapid fire growth is equivalent to opening the dampers on a wood-burning stove: once the dampers are open, the fire intensifies quickly.

Strategic Tools

Competent firefighters know how to use *tactical* tools: hose, rope, nozzles, axes, pumps, hooks, ladders, saws, fans, etc. Likewise, competent fire officers know how to use *strategic* tools. Two of



the tools that I use are the Incident Status Board and the Action Plan Template.

The Action Plan Template is used by the incident commander at the command post. It is used as a quick reference during the heat of battle. (The Action Plan Template will be discussed in more detail in Command-ment X.) The Action Plan Template is used much like the laminated game plan used on the sideline by NFL offensive and defensive coordinators during football games. Photo 1 shows Seattle

Seahawks Head Coach and Offensive Coordinator Mike Holmgren with a ledger-sized, laminated offensive game plan. Does Mike Holmgren know the offense of the Seahawks? Absolutely, yes; you could say that he is unconsciously competent.

Why then do professional football coaches, who possess a wealth of knowledge and experience, need to use a strategic "crutch" on the sidelines during a game? Because, during the heat of battle, they don't want to overlook something important that could change the outcome of the game.

The purpose of the Action Plan Template is to make sure you do not overlook something important that could change the outcome of the fireground operation – or harm firefighters.

On the reverse of the Action Plan Template is a post-incident After-Action Report form. The after-action form asks four key strategic questions to answer and discuss:

1. Was incident command competent (explain yes or no)?

DON'T GET INFECTED!

**ROOM & VEHICLE
STERILIZER**

20 MIN

BE PROTECTED!

Dri-Mist™ Safely KILLS:

- MRSA & Hepatitis C
- TB & the "Bird Flu" Virus
- Deadly Bacteria & Viruses
- Toxic Mold & Mildew
- Bed Bugs, Lice & other Pests

**No Harmful Chlorine!
No Visible Residue!**

Call Today:
1-800-719-4635
www.ZIMEK.com

MADE IN U.S.A.

Indicate 149 on Reader Service Card

2. Was everybody tactically accounted for at all times?

3. Was an incident action plan formulated and communicated?

4. Were communications clear, concise, and disciplined?

The after-action form also has a checklist of the “13 Fireground Indiscretions” and each of the “Ten Commandments.” (More on the form and how it is used in Command-ment X.) Just like Coach Holmgren’s offensive game plan, the Action Plan Template is structured and systematic yet flexible.

The Incident Status Board

The incident status board, which will be discussed shortly, is simply a rigid plastic board with two narrow strips of Velcro running the length of it (top to bottom) along both side edges. Between the Velcro strips are six empty blocks separated by black lines. There is a conspicuous (and intentional) lack of text or graphics. You will soon discover how this blank unassuming board can transform the strategic competence of your fireground operations.

Imagine that you are in the right front seat of the first apparatus to arrive at the multi-family fire shown in Photos 2, 3 and 4. The status of life safety is *unknown if occupied*. As the first on-scene officer, if you nail your *strategic responsibility* the rest of the incident will evolve smooth and tight.

Nailing first on-scene strategic responsibility takes 20 or 30 seconds, sometimes less. What fire officer does not have 20 or 30 seconds to identify problems, draft an initial incident action plan and declare the operational mode? A master craftsman fire officer takes the time to *nail* strategic responsibility; the reactive tactician fire officer jumps off the rig, ignores strategic responsibility, grabs a tactical tool and functions as a firefighter. It doesn’t matter if the rig arrives with two personnel or five personnel; the first on-scene fire officer must fulfill his or her strategic responsibility. (We’ll soon address the strategic responsibility of the first officer on scene using an incident status board.)

The standard offensive game plan will work at the typical “unknown if occupied” house fire. (Typical means no rescue, nobody to evacuate and no exterior exposures to protect.) You would address the strategic priority *life safety* with the tactical objectives:

- Primary search
- Secondary search

During a typical house fire, you will stabilize the incident by completing the tactical objectives:

- Confine
- Ventilate
- Extinguish
- Overhaul

During a typical house fire, you will address conserve property by completing

lines action planning. During the “primary phase” of the fireground Action Plan Template (APT), there are just nine “tactical objectives” that will *directly* address each of your *three* strategic priorities. Along with nine tactical objectives, there are important “support objectives” to consider.

These nine tactical objectives and accompanying *support* objectives can be classified as follows (thus the link to your Big Six Size-Up!):

The APT is a guide, not a playbook. (You won’t see Coach Holmgren thumbing through the Seahawk playbook while pacing the sideline during a game.) The APT requires that you determine required gallons per minute, how many search

THE PRIMARY PHASE				RIT = SB + BU
Strategic Priorities & Commensurate Objectives				Utilities
LIFE SAFETY Objectives	STABILIZATION Objectives	PROPERTY Objectives	SUPPORT Objectives	
Rescue Search and rescue Primary search	Evacuate Exposure Confine Ventilate Extinguish	Primary salvage	Water supply	Access/entry FDC support Egress/ladders Fire extension Traffic control Lighting Rehabilitation (Add your own)

KEY CONCEPT

Once each Big Six problem has been identified, there are specific tactical objectives that will address each problem.

On the fireground these strategic priorities and commensurate tactical objectives don’t change.

the tactical objective:

- Primary salvage
- Secondary salvage

When *life safety* will be addressed with the tactical objective *primary search*, it could be said that the overall strategy is “stabilization priority.” A *stabilization priority* action plan implies that firefighters represent the most value on the fireground.

Two-Phase Action Plan

Fundamental to the concept of *strategic priority action planning* is the separation of an incident into two distinct “phases of incident control”: the *primary phase* and the *secondary phase*. An incident divided into two phases stream-

teams will be required, how the building will be ventilated, which exposure is the priority, which floor/area to search first, how many ladders, number of hoselines needed to confine and extinguish the fire, and other details.

During the primary phase of incident control, there are three tactical objectives that will *directly* address a fireground life-safety problem:

1. Rescue
2. Search and rescue
3. Primary search

If there is nobody to rescue, and there is no compelling evidence indicating the need for search and rescue, your primary phase life-safety plan is simple: primary search.

Strategic Clarification

Why is “evacuation” listed as a stabilization objective and not a life-safety objective? If civilians are not evacuated, they could become a life-safety problem, which would further destabilize the incident.

There are *five* tactical objectives that will directly address problems that you have classified as incident stabilization problems:

1. Evacuation
2. Exposure protection
3. Confine
4. Ventilate
5. Extinguish

If there is nobody to evacuate and no exposure to protect, your stabilization plan is a piece of cake: confine, vent and extinguish.

During the primary phase, there is just *one* tactical objective that will *directly* address *property conservation*: Primary salvage, which means that salvage will be performed before the incident is stabilized. For example, if the fire is on floor 2, a team would enter floor 1, quickly deploy salvage covers and then promptly withdraw. Primary salvage is performed expeditiously; in other words, in-and out, no fooling around. Nothing is moved or sorted. During primary salvage, it’s OK if a lamp is knocked over while throwing salvage covers. Using the phases of incident control “system,” fireground planning couldn’t be easier; once tactical and support objectives have been selected, all that remains is to assign the objectives to teams and to supervise the plan.

Once all primary phase *tactical objectives* have been declared “complete,” the incident commander will announce: “Dispatch, Main Street Command primary phase complete.”



Scenario Demonstration

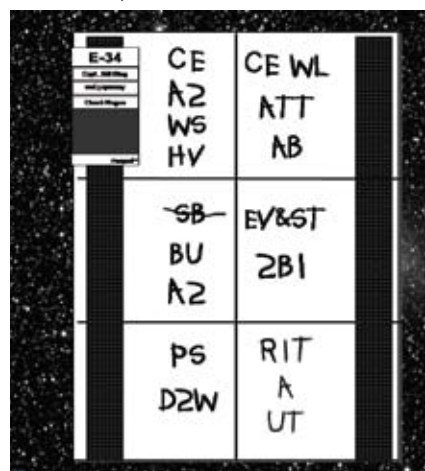
Situation: Tuesday, 2:30 in the afternoon; two-story multi-family on Main Street; fire venting from sides A and D on floor 2; smoke venting from the attic; exposures on floors 1 and 2, unknown if occupied (Photos 2, 3 and 4). On the status board keep it simple and quick; you don’t need to list the details. (Because you identified the problems, you’ve got the details in your brain.) The point is to capture the problems and to *naïl* your strategic responsibility.

The problems listed would be: fire floor 2, smoke floor 2, smoke attic, possible occupants floor 2, possible occupants floor 1, exposures floor 2 and exposures floor 1. Problems would be listed on the status board as shown in Figure 3



(on the front or along an edge). Listing the problems using this simple method takes about 10 to 15 seconds. If you are poised and have confidence in your strategic ability – and you know how to use your strategic tools – this will be the most important 15 seconds of the entire fireground operation.

So far, so good. Given the list of problems, your primary phase *strategy* for this scenario is fairly simple (this is your thought process; it’s not listed on the board.):



- **Life safety** – Ensure that the building is unoccupied

- **Stabilization** – Confine fire to the apartment of origin; stabilize the attic; evacuate and stabilize the exposures; protect the neighborhood; extinguish the fire

- **Property** – Conserve property on floors 1 and 2

Commensurate with an initial operational mode of transitional from side A on floor 2, the *initial* primary phase action plan, drafted by the first officer on scene, would look something like the status board shown in Figure 4. Notice that Engine 34’s officer stepped off the apparatus with Engine 34’s passport affixed to the status board.

What follows is an explanation of the

TEACH YOUR KIDS EFFECTIVELY

With ROBOTS, COSTUMES, and more!

For info & free funding assistance, call 1(800) 762-6876, or visit our website at www.robotronics.com

Many different costume and robot characters available! Help Your Children Know and Recognize:

- Hazards In The Home
- Fire Escape Plans
- Smoke Alarm Maintenance
- Matches & Lighters
- Call 911 In An Emergency
- Holiday Hazards
- and much more!



Robotronics

THE WORLD LEADER IN SAFETY EDUCATION PRODUCTS

Copyright 2006 Robotronics, Inc.

Licensee, NFPA (National Fire Protection Association)

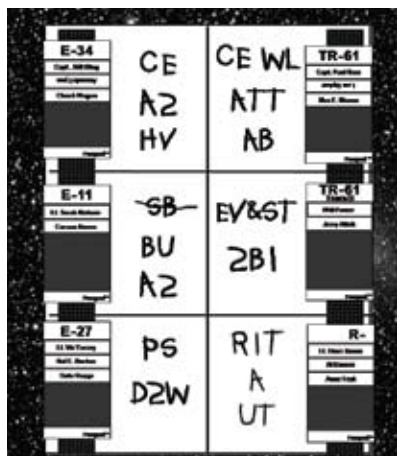
Indicate 150 on Reader Service Card

INCIDENT MANAGEMENT SOLUTIONS >>>

initial action plan drafted on the status board. The initial plan includes tactical objectives and support objectives. Abbreviations are used on the board to make the process quick and easy (listed counter-clockwise starting at the top left block):

- Block One – Confine and extinguish from side A on floor 2, water supply, natural and hydraulic ventilation
- Block Two – Standby team that will transition to backup from side A on floor 2 once a rapid intervention team is deployed
- Block Three – Primary search, from side D at floor 2 window (the only survivable area in the fire apartment)
- Block Four – Confine and extinguish the attic from the A-B corner using a penetrating device called the “Water Lance”
- Block Five – Evacuate and stabilize floor 2 exposure B-1.
- Block Six – Rapid intervention team on side A and stabilize utilities

If you know how to use your strategic tools, drafting this plan takes no more than 15 to 20 seconds. This *initial* action plan is not the *entire* action plan; notice that floor 1 has not been addressed. However, as an initial action plan, it's a pretty good one. Sure, you may address some of the problems differently, but the value of knowing what the problems are and having this initial plan provides enormous strategic value.



This initial action plan will serve as the strategic roadmap for the entire operation; it will also serve as a strategic *baton* that can be passed from the first on-scene officer to the first formal incident commander (and could be used later by a division supervisor).

Notice that Engine 34's company officer (“Lieutenant Bill Ding”) chose to remain Engine 34's team leader and assigned his team as shown in Block One of the status board. This decision means that Lieutenant Ding *initiated* command responsibility rather than to *establish* (name, locate and manage from) a formal command post.

Here's the cool part of this initial action plan: The second officer on-scene, Engine 11 (Figure 5), would grab the board (found leaning against the stairs, with Engine 34's driver, or at the hoseline deployed for the standby team), establish a command post, transition the mode to offensive and continue with the plan.

When a chief officer arrives with his command rig, the chief can assume and relocate the command post or (this is the cool part) make the former incident commander a division supervisor. The division supervisor will use the same plan (board) to supervise that piece of the overall action plan. The new incident commander says to the former IC: “You keep this piece of the plan as Division 2. I'm going to assume command and send you three teams to complete your piece of the action plan. I'll take care of floor 1.”

Once each block on the board has a team's passport plugged in (Figure 5), the *tactically engaged* span of control of the division supervisor would be one to five (one to six if you count the rapid intervention team).

By using this strategic tool, notice that tactical accountability has been achieved. The division supervisor will know *who*, *what* and *where* for each team assigned to the division. By now, you should recognize the significance of the first on-scene officer *nailing* his or her strategic responsibility. Those few seconds during size-up will produce enormous strategic value.



ADASHI
First Response

The tool every responder needs.



- Extensive searchable incident database
- Chemical, biological, and radiological agent discovery
- Integrated CAMEO/ALOHA hazard prediction
- Real-time GPS tracking and audible routing
- Precalculated worst-case scenarios and preplans
- Customizable EOC-style action and checklists
- PPE recommendations, respiratory breakthrough times, and MSDSS
- Links to any CAD and/or AVL system

www.ADASHI.org

800.734.6956 x228

Indicate 151 on Reader Service Card

THE SECONDARY PHASE

Strategic Priorities & Commensurate Objectives

LIFE SAFETY Objectives	STABILIZATION Objectives	PROPERTY Objectives	SUPPORT Objectives
Secondary search	Overhaul	Secondary salvage	Rehab Lighting Cause and origin Customer support (Add your own)

Don't Forget Those Support Objectives!

Commensurate with the needs of the incident, there are support objectives must be addressed. These objectives support your life-safety, incident stabilization and property-conservation efforts.

- **Support** – Water supply, standby team (two-out), access (including forcible entry), utility control, rapid intervention, backup team, lighting, rehabilitation, alternate egress, etc.

Once the primary phase has been declared "complete" by the command post, an overhaul safety survey will be performed, personnel will receive rehab and then the secondary phase will commence. During the secondary phase, there are three tactical objectives that will address your three strategic priorities.

Once all secondary phase tactical objectives have been declared "complete," the incident commander will announce: "Dispatch, Main Street Command secondary phase complete."

"Secondary phase complete" informs anybody listening that all secondary phase objectives are done and all that's left to do is to finish (or initiate) the cause and origin investigation, perhaps deploy a fire watch, ensure occupancy security, assist occupants with their needs, demobilize resources and terminate Main Street Command.

Final Thoughts

As the first officer to arrive at an incident, you must identify problems, determine value and quickly develop a meaningful initial incident action plan. Your initial action plan must dovetail with the plan developed by whoever establishes a formal command presence. When everybody is on the same page, passing the strategic baton to another officer will be simple, quick, consistent and logical. I believe the incident status board and the Action Plan Template offer the most simple, straightforward and consistent square-foot fireground action plan "system" available. Because both are based on strategic priorities, it is unlikely that important objectives and strategic considerations will be delayed or overlooked.

Although no fancy action plan will do the actual work, using this structured and systematic process will ensure that you know what and where work needs to be done. Once a team is plugged into your plan (literally), that team is immediately tactically accounted for: *who, what* and *where*. Passports (and accountability) will become more than a tool for identifying missing and dead firefighters; integrated into the management and supervision of the incident, the humble passport quickly becomes an essential strategic tool that will help you manage strategy, resources and risk. Passports and accountability will become an integrated and essential component of a competently managed incident. Used in tandem with Commandments I through VIII, you now have the ability to reinforce the strategic competence of your square-foot fireground operations.

FREE STUFF!

Send an e-mail request to fci@usa.com and I'll reply with a suitable-for-printing PDF of the Action Plan Template and post-incident After-Action Report.

RescueRigger™

Are you missing a critical piece of equipment?

That missing gear may be the RescueRigger computer software which helps you design, test and teach rope rescue using your personal computer. If you work with rope, RescueRigger is required equipment.

- ▶ 140+ Pieces of Gear
- ▶ Ropes and Webbing
- ▶ Rescuers & Victims
- ▶ And Much More!



Force Calculations:

- ▶ Mechanical Advantage
- ▶ Friction Loss
- ▶ Rope Angles
- ▶ Safety Factors

Convenient Teaching Platform and Stunning Graphics:

- ▶ Design Systems on your PC
- ▶ Create PowerPoint Slides
- ▶ Document Rescue Protocols
- ▶ Sharpen your Rigging Skills

Visit RescueRigger.com

RescueRigger is a trademark of Iterum, LLC. Indicate 152 on Reader Service Card

Firehouse WORLD EXPOSITION & CONFERENCE™

Mark Emery will present "The Fire Station Pyramid of Success: Developing Personal and Professional Leadership," "Integrated Tactical Accountability" and "Command Competency Clinic" at Firehouse World 2008.

FEBRUARY 3-7, 2008
SAN DIEGO, CA