



Registration Information

Executive Chief Officer Weekend

presented by

South Carolina Fire Academy

Columbia, S.C.

Feb. 18-20, 2022



This event is made possible by the following sponsors and vendors:



SOUTH CAROLINA
STATE ASSOCIATION OF
FIRE CHIEFS



Your department, association, or company can participate in this event as a vendor or sponsor.
For more information, email [Amy Williamson](mailto:Amy.Williamson).

South Carolina

FIRST RESPONDER SUPPORT TEAM



The FRST Program offers behavioral health services designed to assist first responders and their families. We have been successfully providing services in the Charleston area since 2007. FRST services are now available statewide.

SERVICES

Short-Term Counseling

Assessment & Referral

Medical Consultation When Needed

Individual, Couples, & Family Counseling

Eye Movement Desensitization & Reprocessing

****All Services Are Confidential****

APPOINTMENTS AND REFERRALS:

South Carolina FRST

833-364-3778

8:30am –8:00pm

Monday—Friday



Dear Chief,

Our team is excited to bring back Executive Chief Officer Weekend in-person, at the South Carolina Fire Academy. We are proud to bring together the best speakers and fire service professionals from across the country to share their knowledge and experience with you.

Interactive sessions, informative vendor displays, and interesting speakers will keep you engaged. First responder knowledge, products, and services will allow organizations to learn about new processes and best practices from colleagues and peers.

Join us for a weekend of not only education, but fellowship as well!

Sincerely,

Dennis K. Ray
Academy Superintendent



CONGRATULATIONS 2020

Fire Safe South Carolina Communities

Abbeville City Fire and Rescue
Aiken Department of Public Safety
Anderson County Fire Protection Commission
Awendaw-McClellanville Consolidated Fire District
Bamberg Fire District
Barnwell Rural Fire Department
Belton Fire Department
Bennettsville Fire Department
Bethany Fire Department
Bluffton Township Fire District
Boiling Springs Fire District
Bonham Fire Department
Buffalo-Cherokee VFD
Camden Fire Department
Charleston Fire Department
Cheraw Fire Department
Gaffney Fire Department
City of Isle of Palms Fire Department
City of Newberry Fire Department
City of Spartanburg Fire Department
Clarendon County Fire Rescue
Clemson University Fire and EMS
Clinton Fire
Columbia-Richland Fire & Rescue
Crosswell Fire District
Dacusville Fire Department
Dorchester County Fire Rescue
Fairfield County Fire Service
Flint Hill Fire Rescue
Florence Fire Department
Georgetown City Fire Department
Georgetown County Fire/ EMS
Greenville City Fire Department
Hardeeville Fire Department
Hartsville Fire Department
Hilton Head Island Fire Rescue
Honea Path Fire EMS
Howe Springs Fire Rescue
Irmo Fire District
Jasper County Fire Rescue

Keowee Springs Fire District
Kershaw County Fire Service
Kingstree Fire Department
Lady's Island-St. Helena Fire District
Lancaster County Fire Rescue
Lancaster City Fire Department
Lee County Fire and Rescue
Liberty Area Fire District
Long Branch Fire Department
Lugoff Fire Rescue
Mayo Fire Department
Midway Fire Rescue
Murrells Inlet-Garden City Fire District
North Charleston Fire Department
North Myrtle Beach Department of Public Safety
Orangeburg County Fire District
Parker District Fire Department
Pelham-Batesville Fire Department
Pickens Fire Department
Pickens Rural Fire/Rescue
Piedmont Park Fire District
Poplar Springs Fire Department
Prosperity Volunteer Fire Department
Sandy Branch Volunteer Fire Department
Santee Fire District
Sardis -Timmons Fire Department
Sheldon Township Fire District
Smyrna Fire Department
South Lynches Fire Department
St. Andrews Fire Department
St. Johns Fire District
Sumter Fire Department
Taylors Fire Department
Tega Cay Fire Department
Town of McCormick Fire Department
Tyger River Fire Service Area
West Columbia Fire Department
West Florence Fire Rescue
Westview-Fairforest Fire Department
Williamsburg County Fire Department

Columbia Campus



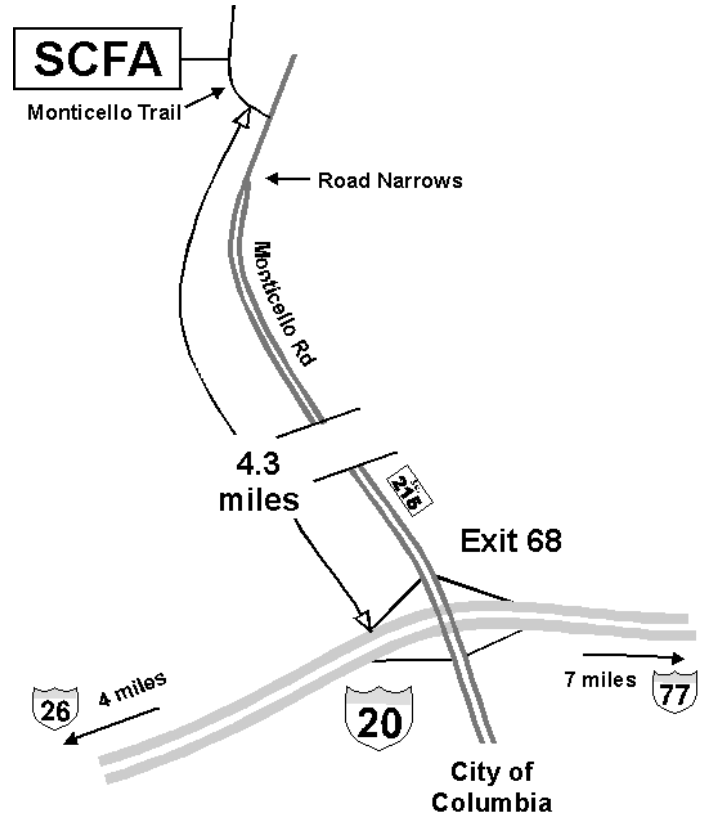
Executive Chief Officer Weekend is held at the South Carolina Fire Academy campus in Columbia, S.C.

GPS Address: 141 Monticello Trail, Columbia S.C. 29203

From Interstate 20, take Exit 68 and turn north on Monticello Road (S.C. 215).

Travel about 4.3 miles north to Monticello Trail and turn left. (The road will narrow from four to two lanes about $\frac{1}{4}$ mile before the turnoff.)

The Fire Academy complex is about $\frac{1}{4}$ mile down Monticello Trail on the left.





Registration Details

The conference registration fee is \$100, and includes:

- ✓ All presentations
- ✓ Plenty of time with vendors
- ✓ Catered lunch and steak dinner on Friday
- ✓ Catered breakfast, lunch, and BBQ cookout on Saturday
- ✓ Catered breakfast on Sunday
- ✓ Snacks and drinks during breaks

Registration for this event is via the Fire Portal, **8019-22-001**:

<https://fire.llr.sc.gov/Portal/Registration/registration.aspx?crsidnt=73667>

Registration Deadline: Thursday, Jan. 27, 2022

Please note:

- All applicable fees are non-refundable and will be billed to your agency at the time of registration.
- Substitutions are permitted until Wednesday, Feb. 16, 2022, by emailing amy.williamson@llr.sc.gov.
- Attendee name, agency and email address will be provided in the conference booklet. If you do not wish your information to be published, email amy.williamson@llr.sc.gov prior to Wednesday, Feb. 16, 2022.

APPARATUS DISPLAY

If your agency would like to display
apparatus at this event, at no cost,
please email [Amy Williamson](mailto:Amy.Williamson@llr.sc.gov) for details.



Accommodations

We recently completed a multi-million dollar renovation to our dormitory. The top-to-bottom renovation includes new paved parking areas, a hotel-like reception area, new furnishings, and an expanded weight room/gym area.

Room Rates: Single occupancy is \$50/night. By special request only, double occupancy is \$30/night. Check-in is Friday morning, Feb. 18 in the Denny Auditorium lobby. Check-out is Sunday morning, Feb. 20 in the Denny Auditorium lobby.

Dorm rooms are available on a first come, first served basis.



Partner Hotel

In the event the State Fire Academy's dormitory is full, or if you prefer alternate lodging, the DoubleTree by Hilton is less than 10 miles away (15 minutes) from the Academy site.

Their 2022 Academy student rate for those attending events at the Academy is \$99 per night, including breakfast. This is less than the GSA reimbursable allowed rate. For stays of five nights or more, the rate is \$89 per night, and includes breakfast for two each morning.

DoubleTree by Hilton Columbia
2100 Bush River Road
Columbia, South Carolina 29210

Two ways to make your reservation:

- Call 1-803-731-0300 and mention group: South Carolina State Fire #0002765133, or
- Utilize this link for convenient [online booking](#).

Presentation Information



LESSONS LEARNED: CHRISTMAS DAY BOMBING, NASHVILLE, TN

On Christmas Day 2020, a vehicle-borne improvised explosive device was detonated in downtown Nashville. The explosion destroyed 12 buildings that either collapsed or had to be demolished, and damaged 30 others. Scott Burgess was the initial incident commander and later became the operations section chief. In this presentation, Scott will cover the first 24 hours of response by the Nashville Fire Department. He will share the lessons learned, what went right, and what went wrong. More importantly, he will explain how previously developed partnerships with local, state, and federal agencies were the linchpin to a successful response and multi-week unified command

Scott Burgess

Scott Burgess is a 35-year veteran of the Nashville Fire Department. Currently he is a Captain/Paramedic on an ALS engine company. He is also a HazMat specialist. Some of his previous assignments include: marine unit, heavy rescue, HazMat unit, and as an instructor at the department's training academy. Additionally, he has taught at FEMA's Center for Domestic Preparedness since 2013. On Christmas Day 2020, he was an acting district chief and was the first arriving chief officer at the bombing.



COGNITIVE BIAS: UNDERSTANDING BIAS THAT IMPACT HOW YOU MANAGE AND LEAD

A cognitive bias is a systematic pattern of deviation from norm or rationality in judgment. Individuals create their own "subjective reality" from their perception of the input. An individual's construction of reality, not the objective input, may dictate their behavior in the world. Thus, cognitive biases may sometimes lead to perceptual distortion, inaccurate judgment, illogical interpretation, or what is broadly called irrationality.

In this workshop, participants will study some common cognitive biases and heuristics. By learning these, you are better able to avoid your own disguised irrational thinking. You will also be able to recognize such irrationality when your staff and others try to use such irrational thinking to influence you.

Randal Collins

Randal "Randy" Collins currently serves as the Emergency Management Coordinator for the City of El Segundo, CA. Since 2021, he has also served as the President for the All-Hazards Incident Management Teams Association, a 501(c)3 nonprofit organization dedicated to inspiring excellence in incident management.

Randy has a Doctor of Education in Organizational Change and Leadership and a Master of Leadership, both from the University of Southern California. Randy completed this terminal degree in 2020 culminating with his published dissertation entitled Leadership Selection in Public Safety: An Evaluation Study. During his doctorate program, Randy played on the USC lacrosse team where he was the oldest player on the team and in the league...ever.



Before moving to California in 2014, Randy was an executive with the Indiana Department of Homeland Security where he established the Indiana Incident Management Program and the District Response Task Force program. Randy has also worked with the City of Indianapolis Emergency Management Division as the Deputy Director of Preparedness and Operations, and was a police officer in the Town of Mooresville. Randy served in the United States Marine Corps for six years on active duty and six years in the reserve.

He is a Certified Emergency Manager through the International Association of Emergency Managers. He is published in the Crisis Response Journal, Fire-Rescue Magazine, and in two Chicken Soup for the Soul books. Randy maintains his own consulting company called Leader's Intent, LLC where he offers leadership coaching and consulting and crisis management and preparedness services.

VIEWS FROM THE OTHER SIDE OF THE DESK

Leading in any organization is a challenge. Leading volunteers adds its own unique challenges to mix. They do not have to be there; they are there because they want to be. Throw in that, generally speaking, firefighters cannot stand change but are also unhappy with the way things are, and you may quickly find yourself struggling to tread water in the leadership world. This program will examine those things you wish someone would have told you before taking a leadership role in your department and some of the things you need to know if you are looking to lead down the road.

Brandon Fletcher

Brandon Fletcher is a 20-year student of the fire service and a second-generation firefighter with a background as a volunteer and career firefighter in rural, suburban, and airport/industrial settings. He earned a Bachelor of Science from the University of Tennessee at Martin, is a designated Chief Fire Officer and Chief Training Officer through the Center for Public Safety Excellence, and is a member of the Institution of Fire Engineers. He currently serves as Fire Chief of the Gilt-Edge Volunteer Fire Department in the western part of Tennessee.



MORALE IN THE EVOLVING FIRE SERVICE

Morale has been, and always will be, an ongoing discussion in the fire service. What is morale? How seriously should we take it? How is it measured? How can it be improved? How do we apply these to the younger generation of firefighters who staff our departments? Are we catering to their morale needs? Or, are we trying to use the same old tactics?

Matthew Going

Matthew Going started his career in the fire service in 2013 as a volunteer at Due West Fire Rescue while attending Erskine College. He continued his career at Walhalla and Salem fire departments in Oconee County while attending graduate school, working his way to the rank of Engineer. Moving to the Lowcountry in 2017, he dabbled in different career fields as a crisis counselor and police officer while working part-time for the fire service. Two years later, in 2019, he returned to the fire service and currently serves as a career Captain/EMT with Moncks Corner City Fire Department. He earned two master's degrees from Clemson University in Mental Health Counseling. He and his wife, Kyndal, happily reside in Moncks Corner, SC.

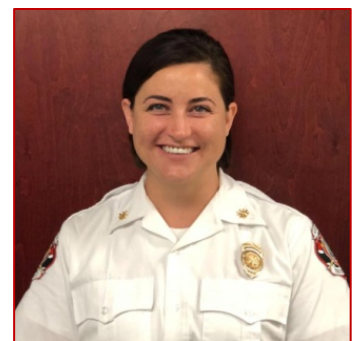


THE WORK/LIFE BALANCING ACT AS A CHIEF OFFICER

The fire service is available 24/7, 365 days a year. This all-the-time service can be difficult to balance when you become a chief officer. How do you make time for life outside of the fire service? Two chief officers from the Lowcountry provide their perspectives and experiences on maintaining a work/life balance.

Stephanie Julazadeh

Stephanie Julazadeh is the Deputy Chief of Professional Standards and the accreditation manager for the North Charleston Fire Department. She manages accreditation, safety and health, public education, fire investigations, and public information. She has 18 years of suppression experience, working dual roles as a



firefighter, driver, and officer on shift and performing accreditation work either on-duty or off-duty. Stephanie earned a Bachelor's Degree in Fire and Safety Engineering Technology and a Master's Degree in Safety, Security, and Emergency Management from Eastern Kentucky University. She is credentialed as a Chief Fire Officer, a Commission on Fire Accreditation International Peer Assessor, coordinator for the SC Fire Service Improvement Group, Fire Officer II, Fire Instructor, Incident Safety Officer, and Hazardous Materials Technician. She has presented on accreditation topics at local, state, and national conferences.

Mike Julazadeh

Mike Julazadeh is a 27-year veteran of the fire service, serving in a variety of positions, but spending the majority of his career in fire prevention, investigations, outreach and risk reduction. He is an ICC Certified Fire Marshal and Building Official, Certified Fire Investigator, and holds several International Code Council certifications related to fire code enforcement. He has an Associate's degree in Fire Science from Illinois Central College, a Bachelor's degree in Fire and Safety Engineering Technology, and a Master's degree in Loss Prevention and Safety from Eastern Kentucky University. Chief Julazadeh serves as Chief Fire Marshal for the Charleston Fire Department and oversees fire investigation, fire code enforcement, public information, community outreach, and recruitment programs.



DEVELOPING LEADERS WITHIN

Transitioning from “buddy to boss” can be one of the most difficult transitions for people to make in any industry, let alone the fire service. The fire service presents leadership and supervision challenges to new and current officers that most industries don't experience. Globally, the fire service is known as a brotherhood and second family to most, as staff members work 24, 48, and even 72 hours shifts without overtime. As a result, there is usually no opportunity to go home after a crucial conversation with another member at the end of the workday. This results in making firehouse supervision a challenge – especially if you have to work on a call with them afterwards or sit across the table from each other at dinner.

Depending on your department and geographic location, officers may be expected to perform a wide range of tactics to effectively lead groups/teams, understand the art of communication, manage projects and priorities, budget, perform various types of planning, deal with disciplinary issues, mentoring, coaching, and understanding how to apply emotional intelligence concepts.

Many times, this difficult transition is due to a lack of preparation, succession planning, and expectations. It is time to support a paradigm shift where the fire service at large focuses on preparing officers as much as firefighters. This presentation will discuss how to perform a needs assessment for current or future officer development, instructor/cadre selections, best practices or standards to align training to, potential partnerships for collaboration, how to develop the curriculum, budget, performance criteria, and how to evaluate program effectiveness.

Jacob McAfee

Jacob McAfee, EFO, CFO, CTO, MIFireE is the Deputy Fire Chief for the North Central Fire Protection District and past Fresno City College Fire Academy Director. He is a former DoD Fire Chief and has 20 years of fire service experience. In that time, he has worked in four different states and held a chief officer position in every fire service division. Chief McAfee is a registered instructor for the California State Fire Marshal's Office and the California Specialized Training Institute. He completed National Fire Academy Executive Fire Officer Program (EFOP), and holds Chief Fire Officer (CFO) and Chief Training Officer (CTO) credentials from the Center for Public Safety Excellence (CPSE). Additionally, he serves the CPSE as a curricula SME and instructor for Nurturing Fire Service Leaders Through Mentoring, CFAI peer team accreditation assessor, and a CA



volunteer advocate and instructor for the National Fallen Firefighters Foundation. Chief McAfee earned two Master's degrees in Occupational Safety and Health and Emergency Management while currently pursuing his PhD in Emergency Management with Capella University.

AVOIDING MUNICIPAL MAYHEM, A NEW CHIEF'S GUIDE TO SURVIVING LOCAL POLITICS

Newly promoted chief officers are often well versed in the strategies, tactics, and operations of their departments. In their new positions, comes the added responsibility of becoming the “face” of their agency with every encounter. The focus is on the formal and informal politics that a newly promoted chief officer must be ready to encounter, navigate, and engage upon. These will be some of (if not the most) critical relationships that must be developed for the chief and agency to be successful. This interactive presentation will discuss how politics impact not only the internal stakeholders, but also how external stakeholders and their support are affected by it. Emphasis will be placed on the attitude, practices, and steps the new chief can take to avoid mayhem and survive local politics.

Jared Renshaw

Jared has more than 20 years of experience in the fire service. He started his fire service career with the Fairview Volunteer Fire Department, in South Fayette Township, PA. He has since served with career departments in South Carolina, California, and since 2015 has been serving as the Fire Commissioner with the Western Berks Fire Department. Jared has numerous certifications to include a Bachelor's degree in Fire Service Administration, and is also designated as a Chief Fire Officer (CFO) through the Center for Public Safety Excellence. Jared also serves as a Peer Reviewer for the CPSE, and as a member of the Board of Directors for the Pennsylvania Fire and Emergency Services Institute. He is also a contributing author to Firehouse Magazine, and a past classroom presenter at the Northeastern Fire Summit, Fire-Rescue International, and Firehouse Expo.



EXTENDING THE LINE: INNOVATIVE HIGH SCHOOL CURRICULUM

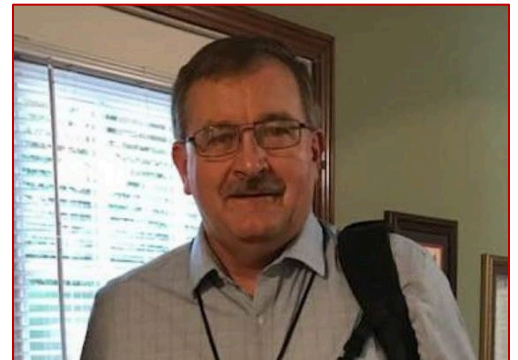
Coach John Wooden was absolutely correct when he said, “Young people need role models-not critics.”

You, like me, may throw your hands in the air at the seemingly wantonness attitudes of Generations X,Y, and Z while forgetting each of us once exhibited identical traits. Then you realize members of these generations you consider improbable will enter emergency services. Please join me for a conversation regarding the unique firefighting curriculum available for high school students in South Carolina.

Bryan Riebe

As a 40 plus year veteran of emergency services in Greenville County, Bryan holds certifications as a Fire Officer II, Fire Instructor I, is a former South Carolina Fire Marshal and EMT-Paramedic. He will soon achieve his goal of obtaining a professional teaching certificate through the South Carolina Department of Education.

He retired in 2013 as Fire Chief for the Glassy Mountain Fire Department and continued his service as the Recruitment and Retention Grant Coordinator with the South Carolina State Firefighters' Association. While partnering with the SCSFA to increase the number of volunteer firefighters in South Carolina, his focus was advancing the Career and Technology Education Firefighter curriculum.



Bryan considers it a great honor to serve at Donaldson Center Career Center as their Firefighting Instructor teaching the fire curriculum he once promoted. He continues his community efforts as a volunteer firefighter with the Tigerville Fire Department.

Bryan has conducted presentations at the South Carolina Fire Rescue Conference, South Carolina Fire Improvement Conference, Connecticut Volunteer Workforce Solutions Summit, Albemarle County Volunteer Recruitment and Retention Workshop, the Kansas State Association of Fire Chiefs Conference, and through the National Volunteer Fire Council. Bryan earned a Bachelor's degree in Radio and Television Production and is currently pursuing a Bachelor's in fire services at Columbia Southern University.

HIRING PRACTICES: TRADITION VS NEPOTISM

The fire service has many traditions that should be honored and embraced. One such tradition, is the rich heritage of multiple family members employed by a fire department. This presentation will look at hiring practices and how they can incorporate tradition and avoid nepotism. It will also look at some strategies to address nepotism and ensure fair and equitable hiring practices.

Robert Wagenbrenner

Robert Wagenbrenner began his career with the St. Johns Fire District in 1983. He rose through the ranks from firefighter to a dual position of District Chief and Chief Training Officer in 1988. Eleven years later, he was hired as a Battalion Chief and Hazardous Materials Coordinator with the Mt. Pleasant Fire Department. He was promoted to Assistant Chief in 2002 and retired in 2016 as Deputy Chief of Administration.



During his career, he filled several ancillary positions such as Accreditation Manager, Team Leader for the Lowcountry Terrorism Team, Team Leader for the Maritime Incident Response Team, and Peer Assessor for the Commission on Accreditation International. He has served as an instructor for several organizations such as the National Fire Academy, SC Fire Academy, International Society of Fire Service Instructors, the Department of Transportation, and the Federal Emergency Management Agency.

He earned an Associate's degree in Fire Service Technology from Harold Washington College via the City Colleges of Chicago. He currently serves as a consultant to fire departments specializing in OSHA compliance, NFPA standards, department assessments, and executive administrative duties.

EARLY ACCESS!

The 2022 Instructor IOW Calendar
will be released at this event!

Attendees will have early access!

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Fire Safe South Carolina Orientation Briefing

Learn the requirements to become an FSSC Community.

This orientation is mandatory for a fire department interested in maintaining designation or earning it for the first time.

Virtual briefings offered each month February - December 2021.

Join at 11 a.m.

February 2	August 3
March 2	September 7
April 6	October 5
May 4	November 2
June 1	December 7
July 6	

Join at 2 p.m.

February 16	August 17
March 16	September 21
April 20	October 19
May 18	November 16
June 15	December 21
July 20	

Join at 7 p.m.

February 16	May 18
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Join at 10 a.m. (Saturday).

March 6	June 5
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FSSC Orientation Briefing

Please join the meeting from your computer, tablet, or smartphone.

<https://scdllr.webex.com/scdllr/j.php?MTID=mf9a9c04a40646ffd68a7522868e11f70>

For accountability, you must be virtually present.

Need help? Go to <https://help.webex.com>

Chris Sewell
Fire Safe S.C. Representative - LowCountry/Upstate
chris.sewell@llr.sc.gov
803.622.1885

Jessica Sondgeroth
Fire Safe S.C. Representative - Midlands/PeeDee
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