



Brian A. Crawford, Fire Chief Shreveport Fire Department

The Shreveport Fire Department is lead by **Fire Chief Brian A. Crawford**. He is responsible for directing 620 employees, 22 fire stations, and disciplines of fire suppression, EMS, heavy-rescue, Training, Fire Prevention, Maintenance, 911 Communications, and Airport Fire Rescue in the public safety mission of the organization. He was selected by Mayor Cedric B. Glover and confirmed by City Council on July 3 and July 8, 2008 respectively. Prior to his appointment **Crawford** served as Assistant to the Fire Chief under his predecessor, now Atlanta (Georgia), Fire Chief Kelvin Cochran. Following a nationwide search which produced more than 30 candidates, **Crawford** was selected as Shreveport's 14th fire chief since 1891.

Proud to call Shreveport his hometown, **Crawford** was a U.S. Air Force dependant. He was born in 1963 at Grand Forks Air Force Base in North Dakota and lived in California, Japan, Delaware, and Virginia before his family moved back to Shreveport in 1977. He is a 1982 graduate of Southwood High School.

Crawford began his fire service career in Shreveport in 1984, completing his training as part of the 31st Basic Class. He was assigned as a Firefighter/EMT to Station 7 (Truck 7) in the Highland Neighborhood and later Station 9 (Truck 9) in Cedar Grove. In 1985 he was transferred to Central Station 1 (Engine 1) downtown and six months later to Rescue 1 where he would remain until 1988.

In 1988 **Crawford** was promoted to Fire Medic Driver and assigned to Station 15 (Medic 15) in Sunset Acres. He would receive his paramedic training in 1990 and as side employment join the flight aero-medical transport team consortium of Life Air Rescue of Willis Knighton and Schumpert Medical Centers in 1991.

Crawford was promoted to Fire Engineer in 1994. His first administrative role would come in 1996 when promoted to EMS Officer overseeing medical CQI evaluation. He would become a Training Officer in 1998 where he also oversaw the organization's hiring process. In 2000 he became part of the Command Staff and was promoted as the department's first Public Information Officer. In 2002 he promoted to the Assistant to the Fire Chief position where he oversaw the Administrative Staff, \$45 million operating budget and was the Director of Strategic Planning.

Chief Crawford is a National Fire Academy (NFA) resident instructor as well as a NFA Executive Fire Officer Program (EFO) graduate, an International Association of Emergency Managers (IAEM) Certified Emergency Manager and IAEM Certification Commissioner. He holds the Chief Fire Officer (CFO) designation from the Commission on Professional Credentialing, and is a Member of the Institute of Fire Engineers, National Fire Protection Association (NFPA), and the International Association of Fire Chiefs (IAFC) where he serves as Chair for the Program Planning Committee. He is a freelance writer and serves on the Editorial Advisory Board for Fire Chief Magazine.

A graduate of Harvard University's Kennedy School of Senior Executives in State and Local Government, **Crawford** holds a Master of Arts in Industrial Psychology from Louisiana Tech University, a Bachelor of Science in Organizational Management from Wiley College of Marshall, Texas, and an Associate of Science in Paramedic from Bossier Parish Community College where he is currently an adjunct faculty member.

Chief Crawford is married to the former Stacey Lynn Thompson of Pineville, Louisiana. They have four children, Brent, Kristen, Landon, and Hayden.



CEDRIC B. GLOVER
MAYOR

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PRESS RELEASE

July 3, 2008

MAYOR GLOVER SELECTS BRIAN CRAWFORD AS SHREVEPORT'S FIRE CHIEF



Shreveport Mayor Cedric B. Glover today announced his choice for Chief of the Shreveport Fire Department. Twenty-four year veteran Brian Crawford emerged from twenty-seven applicants and five finalists to become the leader of what Mayor Glover calls "The Greatest Fire Department in the Country."

"I want to commend finalists Kerry Foster, Mark Guastella, Louis Johnson and Russell Moon, all outstanding members of the Shreveport Fire

Department who made this, such a difficult task and trying decision. When it was all said and done, the individual who was the best suitable, best prepared to become the next Chief of the Shreveport Fire Department however, was the gentleman who's standing behind me right now. Someone you all know very well. It's my pleasure and privilege to present to you the next Chief of the Shreveport Fire Department, Brian Crawford."

"The fact that Brian possesses a balance of experience both in terms of the fire line, almost eleven years, over eleven years of experience on the fire line, working on some of the busiest equipment in the City's inventory, at some of the busiest stations, but that combined with obviously a great deal of experience from an administrative standpoint, encompassing every level and strata within this department I think gave him the kind of well rounded experience that we were looking for. Several of the other individuals of the final five possessed similar types of traits and qualities as well, but it isn't



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PRESS RELEASE

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hard to stop and listen to Brian and to take a look at the career that he's compiled and to note that he has committed himself over the years to being the very best that he can in his profession and that's exemplified by everything that he's done on the line and within administration and outside of the department with all of the various affiliations and activities that he's involved in and connected to."

Crawford is an assistant chief and served as an assistant to the fire chief.

"I want to let the citizens know that I will give them my all and look forward to meeting with them to insure that the Shreveport Fire Department is meeting their needs at the same level of great service that's been provided to the City," says Crawford. "I thank Mayor Glover for having confidence in me."

Following the announcement, Mayor Glover placed Crawford's confirmation on the City Council agenda for Tuesday July 8, 2008. "It will be their decision to determine if they will confirm him on this Tuesday or on July 22, 2008."

You can read more of Chief Crawford's comments from today's News Conference/Announcement on this website.

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Brian A. Crawford, Fire Chief
Shreveport Fire Department
Announcement Speech

I want to first thank my Lord and Savior Jesus Christ for giving me the breath in my lungs to stand here before you today and secondly, the great strength in my life, my wife Stacey, my children . . . and family for without their support none of this would have been possible.

I want to thank Mayor Cedric Glover and his Administration for having faith in my abilities to provide the leadership for what is considered one of the greatest public safety organizations in the country – the Shreveport Fire Department. As a fundamental part of the city's overall management team, responsible for 600 of the bravest and most dedicated men and women I have ever had the pleasure to serve with and \$45 million on tax payer dollars, I fully understand the overwhelming charge of not only leading a department to continue to provide the same high level of customer service but to do so in a manner that is greater than the dollars used to pay for it.

My vision for the Fire Department is to take the best traditions and those characteristics that have made the Shreveport Fire Department a great organization and combine with the latest, most progressive and successful models of public safety and create a state of the art, highly trained and disciplined organization that provides a level of public and customer service second to none. To create an atmosphere where subordinates grow, thrive, and take personal responsibility for organizational success by enhancing their strengths and minimizing their weakness.

To transition the Shreveport Fire Department service into a more customer friendly, community-wide, and all hazards public safety organization, where considerable emphasis is placed on those services most needed by the community. To providing additional layers of service above and beyond what citizens expect or what they pay for. Aggressively recruit and retain a demographic reflective of the city to create a dynamic and positive community based workforce. And, lastly, that the Fire Department be a great asset, contributor, and fiscally responsible team player towards the overall mission and vision of the City of Shreveport and the Glover Administration.

I would also like to say that I am excited and looking forward to speaking with members of the City Council and working with a continued spirit of cooperation that has provided one of the greatest public safety combinations of Fire and Police anywhere in the state. To the other city department heads, and in particular, Police Chief Henry Whitehorn, I offer my and the Fire Department's sustained commitment and full assistance in supporting your mission.

I want to take this opportunity to say I look forward to a continued and prosperous relationship with the Command and Local 514 Leadership of the organization in navigating through the challenges that lie ahead in the changing dynamics of the fire service in providing the citizens with the greatest level of service in fire suppression, EMS, Hazardous Material response, and heavy rescue operations. Those members with us today are Chief of and Union President Stacy Birdwell.

In closing I want to let the citizens know that I will give them my all, and look forward to meeting with as many individuals, neighborhood, social, church and other groups to ensure

that we are meeting their needs and that the same level of great service is delivered to our vastly demographic and socio-economically diverse areas of our city, whether in the historically rich neighborhoods of Queensborough or Highland neighborhoods or the newest editions to our great city in the southeast portion.

To the men and women of the Shreveport Fire Department, it is a new day and I pledge a more centralized focus on the emergency operational component of our mission – after all, we are measured by what happens when that firefighter shows up at an emergency scene and makes direct citizen contact. In that also involves a competent Fire Communications Officer that has taken the 911 call and provided valuable support and instruction, to the Training Officer that has provided the essential training to the firefighter, to the Emergency Vehicle Technician who kept the fire engine running, to the EMS Officer that provided quality controls over our treatment of patients, to the Fire Prevention Officer who worked to prevent the fire through Education and Inspection and the Investigator who will look for the cause of the fire, to the Administration who's responsibility is to provide the leadership for the firefighter to be successful and have the greatest chance to return safely back to the station after the call and later home to their family.

To you all, I pledge my full support in the completion of our mission. The Fire Department has never failed to rise to the occasion and have always gone above and beyond what has been required of them and as we face the future our mission is clear and together we will succeed.

BRIAN A. CRAWFORD

Work: 318/673-6652

Objective: Fire Chief, City of Shreveport, Louisiana

Highlights of Strong leadership & management skills Diverse emergency management work experience
Qualifications: Professional demeanor Self-motivated and team oriented
Interpersonal communications skills Operations and Administrative Expertise

Education: Senior Executives in State & Local Government, John F. Kennedy School of Government, Harvard University, Cambridge, Mass., 2006.
Master of Arts in Industrial/Organizational Psychology
Louisiana Tech University, Ruston, Louisiana. GPA 3.90 - awarded 2002
Graduate work, Centenary College, Shreveport, Louisiana, 2000
Bachelor of Science in Organizational Management
Wiley College, Marshall, Texas. GPA 3.85 - awarded 2000
Associate of Science in Paramedic
Bossier Parish Community College. GPA 3.90 - awarded with honors 1998
Fire Science undergraduate work - Louisiana State University, 1999
National Registry of Emergency Medical Technicians – Paramedic
Louisiana Technical College, 1990

Experience: **Shreveport Fire Department - 1984 to present**

Population Served: 204,000
Number of Career Employees: 620
Annual Budget: \$45 million

2002-Current Position: Assistant to the Fire Chief - Director of Strategic Planning

- Provide direct administrative and logistical support to the fire chief in the daily execution of his duties including facilitating agenda of short, medium, and long-term goals for the success of department and its members. Oversight and supervision of the fire department's administrative office staff.
- Prepare and supervise management and development of \$45 million operating budget, including capital outlay projects; grants officer; approving and forecasting of funds needed for staffing, equipment, materials and supplies; and approving expenditures and implementing budgetary adjustments as appropriate. Assessing and monitoring work loads, administrative and support systems, and internal reporting relationships.
- Director of Strategic Planning – oversee Strategic Planning Team in developing and maintaining department's Strategic Master Plan by tailoring process to meet current and future needs of the department through established goals and objectives, while coordinating efforts with specific groups, and individuals to achieve successful outcomes.
- Develop, administer and ensure implementation of fire department policies and procedures/ rules and regulations. Human resource and administrative oversight of hiring procedures and process. Work with city attorney and city human resource office in the preparation of necessary documentation to defend disciplinary action. Respond to and resolve sensitive citizen complaints.
- Liaison to elected and appointed officials regarding fire department interests, serving on various boards, committees and preparing and presenting necessary staff reports and other correspondence. Meet with union executive board to discuss/resolve labor/management issues.
- Serve as primary spokesperson for organization responding to critical and crisis incidents through written and oral communication to media and other interested parties.

2000-2002: Public Information Officer

- Establish public relations policy and serve as official department representative and spokesperson on critical public relation matters or issues. Adviser to Command Staff and other officers on matters affecting department's image.
- Responds to all major fires, including fires involving injury (department or civilian) or fatality, Level II HazMat incidents, major accidents or emergency medical operations

involving lengthy department involvement or unusual circumstances, mass casualty incidents, and act as official department spokesperson to media.

- Serve as official department representative at any required meeting in order to give reports, make recommendations, and keep informed on local trends that may affect the fire service. Deliver speeches to public and civic organizations on fire department matters and/or operations.

1998-2000: Fire Training Officer

- Developing and implement comprehensive fire and EMS training curriculum and programs, including Firefighter I and II, Pump Operator, Emergency Medical Technician, and Paramedic. Conduct organizational needs analysis, task analysis development of job performance requirements, lesson planning, instructional methods, characteristics of adult learning, and curriculum development.
- Facilitate hiring process for new firefighter recruits, including evaluation of physical ability, interview, polygraph, background check, and psychological profile results with termination of application or recommendation for hire forwarded to fire chief.
- Schedule and supervise instructional sessions including but not limited to basic training class, EMS, hazardous material, and rescue operation. Conduct performance based evaluations on subordinates serving during working test periods.

1995-1998: EMS Officer

- Major duties included assisting the Chief of Emergency Medical Services (EMS) in monitoring and updating EMS programs, policies, and procedures, and developing, implementing and overseeing the department's medical Continuous Quality Improvement (CQI) Program.
- Provide Medical Command or other lead EMS role such as Triage, Treatment or Transport Officer, through Incident Command System, during any large or Mass Casualty Incidents (MCI).
- Oversee and supervise the preparation and maintenance of emergency medical records, and reports: narcotics inventory, patient care records, equipment records. Develop and educate public through injury prevention programs in public school and civic and social groups.

1989-1995: Fire Driver/ Fire Medic Driver-Paramedic

- Mastery of all fire/EMS apparatus, including all aspects of pump, rescue, and ladder operations. Inspect apparatus to ensure proper working condition, properly equipped and ready to respond. Supervision of subordinate firefighters during tours of duty and under Incident Command System.
- Assigned to medic unit (ambulance) to provide Advanced Life Support (ALS) treatment and transport to the sick and injured through IV therapy, intubation, drug administration under adopted medical protocols.

1984-1989: Firefighter/EMT/Hazardous Material Response Team

- General firefighting duties including fire fighting, hazardous material response, and search and rescue, including high angle and confined space special operations. Emergency medical response as EMT: providing care to the sick and injured.

U.S Fire Administration - National Fire Academy (NFA) – 2002 to present

Adjunct Instructor

- Provide undergraduate and graduate level instruction in Management Science curriculum to upper level fire service officers and government professionals. These are two-week resident courses delivered at the NFA campus in Emmitsburg, Maryland or regional delivered two-day courses.

Willis Knighton Medical Center - 1988 to 2001

Flight and MICU Paramedic

- Life Air Rescue medical helicopter and ground transport advanced life support provider. Responsible for coordinating total patient care at an advanced level.

Certifications/ Designations Chief Fire Officer (CFO) Designation, Center for Public Safety Excellence, Commission of Professional Credentialing, 2008
Executive Fire Officer (EFO), National Fire Academy, FEMA and DHS, 2005
Certified Emergency Manager (CEM), International Association of Emergency Managers, 2005
Louisiana Emergency Manager (LEM), Louisiana Emergency Preparedness Association, 2004
National Registered EMT-Paramedic, 1991
American Heart Association: Advanced Cardiac Life Support (ACLS), Basic Life Support (BLS)
Louisiana EMT-Paramedic instructor and evaluator, 1998-2002

Professional & Technical Training: **National Fire Academy (NFA) courses, Emmitsburg, MD**
Administrating Public Assistance for Community Recovery, 2008
Executive Leadership (EFOP), 2005
Leading Community Risk Reduction (EFOP), 2004
Executive Analysis of Fire Service Org. in Emergency Operations. (EFOP), 2003
Executive Development (EFOP), 2002
IEMC Specific, City of New Orleans (Off Site), 2001
Advanced Public Information Officer, Emergency Management Institute, 2001
Executive Skill Series: Influencing (Off Site), 2001
Fire Service Financial Management, 2000
Executive Planning, 1999
Emergency Medical Services: Special Operations, 1999
Terrorist Tactic - Fire & EMS Response (pilot), 1998
Advanced Life Support Response for Hazardous Material, 1997
Fire Chemistry I, 1988

Additional Professional Training

IS-00800.A National Response Plan (NRP), an Introduction, FEMA, 2007
IS-00100 Introduction to the Incident Command System, FEMA 2007
IS-00700 National Incident Management System (NIMS) an Introduction, FEMA, 2005
IS-00001 Emergency Program Manager SN Orientation to the Position, FEMA, 2005
IS-00275 Role of the Emergency Operations Center in Community Preparedness, Response, and Recovery, FEMA, 2005
Fire Service Equal Opportunity Officer I, Maryland Fire and Rescue Institute, 2004
WMD Incident Complexities, USDHS, Shreveport, LA, 2003
National Fire Service Staff and Command Course, University of Maryland, Maryland Fire and Rescue Institute, Dallas, Texas, 2002
Greater Shreveport Chamber of Commerce Leadership Program, 2002
Executive Fire Officer Series Level I, Louisiana State University, 2001
Domestic Preparedness -Emergency Responder Nuclear, Biological, and Chemical, 2000
Organizational Quality Improvement - Louisiana State University, Shreveport, 1996
Fire Instructor I, IFSAC certification through Louisiana State University
Hazardous Material Awareness, IFCAC through Louisiana State University
Firefighter I, IFSAC through Louisiana State University

Appointments/ Affiliations: FEMA Region VI Emergency Communication Coordination Working Group, 2008
Charleston, S.C., Post Incident Fire Review Task Force, 2007
International Association of Emergency Managers Certification Commissioner, 2007-2010
National Society of Executive Fire Officers Southwest Director, 2007
International Association of Fire Chiefs (IAFC) Strategic Planning facilitator, 2006
Louisiana Fire Chief Association State Mutual Aid Task Force, 2006
United Way of Northwest Louisiana – SFD Adm. representative, 2002-current
Fire Chief Magazine – Editorial Advisory Board, 2005-current
Shreveport Christian Services, Board of Directors, 2005-current
Caddo/Bossier Parish Hazard Mitigation Steering Committee, 2003
International Association of Fire Chiefs (IAFC) Human Relations Committee, 2003-current
EMT-Paramedic Academic Review Committee, Bossier Parish Community College, 1998-current,

Metropolitan Medical Response System (MMRS) Steering Committee, 2001
Sub-committee Chair - Crisis Communications
Shreveport Fire Department Bond Proposal Committee, 2001
Trauma Review Board, Louisiana State University Medical Center, 1996-1998
Emergency Cardiac Care, American Heart Association, 1996- 1998
Louisiana Safe Kids Coalition, 1996-1998
Summer Olympic Games Paramedic, Atlanta, Georgia, 1996

**Awards &
Honors**

Fire Chief's Award, Shreveport Fire Department, 2007
Fire Safety Commendation Award, National Society of Sons of the American Revolution, 2005
Certificate of Commendation, Shreveport Fire Department, Administrative Performance, 2004
Certificate of Appreciation, Shreveport Fire Department, Strategic Planning Team, 2004
Certificate of Educational Excellence, U.S. Fire Administration/National Fire Academy, 2003
Recognition for Outstanding Service to the Shreveport Fire Fighters Assoc., Local 514, 2002
Medical Director's Award, Shreveport Fire Department, 2000
EMS Special Achievement Award, Shreveport Fire Department, Training Academy Staff, 1999
Letter of Commendation, Shreveport Fire Department, Trench Rescue, 1997
Silver Star Award, American Eurocopter - 500 Successful Medical Flight Missions, 1997
Appreciation Award, Shreveport Fire Department - Atlanta Olympic Paramedic Team, 1996

**Professional
Memberships:**

International Association of Fire Chiefs
International Association of Fire Chiefs - Southwest Division
National Society of Executive Fire Officers
International Association of Emergency Managers
National Association of Hispanic Firefighters
U.S. Fire Administration National Fire Academy Alumni Association
National Fire Protection Association
Louisiana Fire Chiefs Association
American Society for Training and Development (ASTD) North Louisiana Chapter

National Publications:

- To Die For: Firefighters and A Duty to Die. *Fire Chief Magazine*. Vol. 51, No. 5, July 2007. PRIMEDIA Intertec, Overland Park, KS
- Downsizing: Taking on Smaller Departments. *FireRescue Magazine*, Vol. 24, No. 8, August, 2006. JEMS Communications, Elsevier, Inc. San Diego, CA
- Good to Great: Draw on Your People to Elevate Your Organizations Success. *FireRescue Magazine*, Vol. 24, No. 8, August, 2006. JEMS Communications, Elsevier, Inc. San Diego, CA
- Life After the Fire Service: Retirement Planning. *Fire Engineering Magazine*, Vol. 159, No. 8, August 2006. Pennywell Publishing, South Fair Lawn, NJ
- Separate but Equal: Firefighter Line of Duty Deaths Categorization Model. *Fire Chief Magazine*. Vol. 50, No. 7, July 2006. PRIMEDIA Intertec, Overland Park, KS.
- Retirement Success: Identifying and Preparing for the Effects of Ending a Fire Service Career. U.S. Fire Administration, Executive Fire Officer Program, Emmitsburg, MD, July 2005.
- Greener Pastures: Seeking Position Outside of Organization. *Fire Chief Magazine*. Vol. 49, No. 8, August 2005. PRIMEDIA Intertec, Overland Park, KS.
- Budget Buttress: Strategic Planning. *Fire Chief Magazine*. Vol. 49, No. 1, January 2005. PRIMEDIA Intertec, Overland Park, KS.

Reducing Fire Risks for the Poor. *Fire Engineering Magazine*, Vol. 158, No. 1, January 2005. Pennywell Publishing, South Fair Lawn, NJ

Patchwork Force: Diversity in the Fire Service. *Fire Chief Magazine*. Vol. 48, No. 9, September 2004. PRIMEDIA Intertec, Overland Park, KS.

Roadblock to Success: Interview Anxiety. *Fire Engineering Magazine*, Vol. 157, No. 8, August, 2004. Pennywell Publishing, South Fair Lawn, NJ

Fire and the Poor: Identifying and Assessing Community Risk and Intervention Strategies. U.S. Fire Administration, Executive Fire Officer Program, Emmitsburg, MD, July 2004.

Sorry, Sugar: Diabetes In the Fire Service. *Fire Chief Magazine*. Vol. 48, No. 3, March 2004. PRIMEDIA Intertec, Overland Park, KS.

Fate or Fortitude? Is your career hard work or happenstance? *Fire Chief Magazine*. Vol. 47, No. 11, November 2003. PRIMEDIA Intertec, Overland Park, KS.

Performance Appraisals: The Importance of Documentation. *Fire Engineering Magazine*. Vol. 156, No. 7. July, 2003. Pennywell Publishing, South Fair Lawn, NJ

Losing Your Public Information Officer and Maintaining Your Public Relations. U.S. Fire Administration, Executive Fire Officer Program, Emmitsburg, MD, June, 2003

Playing Hardball with Public Information. *Firehouse Magazine*. Vol. 53, No. 3. March 2003. Primedia Inc. Melville, NY.

Seeking the Top Job: Considerations for those Seeking the Position of Fire Chief. U.S. Fire Administration, Executive Fire Officer Program, Emmitsburg, MD, Dec. 2002

Fair Warning: Hiring Practices in the Fire Service. *Fire Chief Magazine*. Vol. 46, No. 8, August 2002. PRIMEDIA Intertec, Overland Park, KS.

Interdepartmental Communications and the Live Broadcast. *Responder Magazine*. August 2002. Responder/TTBG, INC. Tampa, FL.

The Still-Alarm Disadvantage. *The Journal of Public Safety Communications*. Vol. 68, No.6, June 2002. Public Safety Communications Officials - International, Inc. Daytona Beach, FL.

Public Information and the Importance of Communications. *The Journal of Public Safety Communications*. Vol. 67, No. 12, Dec. 2001. Public-Safety Communications Officials - International, Inc. Daytona Beach, FL.

State & National Presentations:

- Louisiana Chapter National Conference of Black Mayors, Shreveport (LA), 2007 – Public Safety
- IAFC Fire-Rescue International, Atlanta (GA), 2007. The Road to Greatness – Serving Others is the Key to Success
- IAFC Fire-Rescue International, Dallas (TX), 2006. Good to Great Fire Departments: Winning With People
- Arizona Fire Chiefs Association Annual Conference, 2006. Linchfield Park, AZ. Firefighter Fatalities – How Vulnerable Are You?

- National Association of Hispanic Firefighters (NAHF) Conference, San Jose (Ca.), 2006. Katrina - The First 72 hours
- Louisiana Fire Chiefs Association Annual Conference, 2006. Fire Service and the Media
- University of Maryland, Maryland Fire & Rescue Institute (MFRI) Staff and Command Conference, Ocean City (Md) 2006. *Public Relations*
- Fire Department Instructors Conference (FDIC), Indianapolis (In.), 2005. *How Fire Departments Can Survive, Control, and Use the Media to Their Advantage.*
- The 11th International Conference of Fire Service Women, Montgomery County (Md.), 2005. *Friends and Allies in the Fire Service.*
- University of Maryland, Maryland Fire & Rescue Institute (MFRI) Staff and Command Conference, Ocean City (Md.) 2005. Media and the Fire Service
- National Association of Hispanic Firefighters (NAHF) Conference, McAllen (Tx.), 2005. *Fire Chief's Roundtable – Fire Service Leadership Issues.*
- University of Maryland, Maryland Fire & Rescue Institute (MFRI) Staff and Command Conference, Memphis (Tn.), 2004. *Public Relations in the Fire Service – how to use them to your advantage.*
- National Association of Hispanic Firefighters (NAHF) Conference, 2004, Denver (Co.) Promoting *Diversity in the Fire Service.*