**Important registration information:** No late registrations will be accepted. Only emergency substitutions will be accepted. No fees will be refunded. Registration forms must be filled out entirely, including your first, second and third choices for classes, and signed by your department chief or training officer. You MUST obtain a Student ID number from the NFA at [https://cdp.dhs.gov/FEMASID](https://cdp.dhs.gov/FEMASID) and follow the directions listed there.

**Vermont Student ID number:** ______-____-____-____-____-____-____ Your Student ID consists of your initials plus the last four of your social security Number (ABC – 1234)

I certify that the information recorded on this application is correct. I agree to abide by the rules, policies, and regulations of the Vermont Fire Academy if I am admitted as a student. Falsification of information may result in denial of a course certificate. I hereby authorize release of any and all information concerning my enrollment in this course to the chief officer in charge or designee of my organization. All requests for information shall be in writing from said chief or designee.

**Method of Payment:** ($75 required at the time of registration)  _____Check   _____Purchase Order

**Course Withdrawal Policy:** No refunds will be issued

**By checking here, I acknowledge that I read and understand the Course Withdrawal Policy.**
ARRIVAL AND DEPARTURE: Check in time on campus is any time after 1500 and before the mandatory orientation at 1900. Departure time is at the end of class on Sunday, usually between 1500 and 1530.

DIRECTIONS TO THE NATIONAL FIRE ACADEMY:
- I-93 South to I-293 to Route 3 South through Nashua to I-495 South to the Mass Turnpike (I-90) South to I-84 West. Then...
- I-684 South to I287 West across the Tappen Zee Bridge.
- Stay on I-287 to I-78 West (near Fair Hills, PA), and then follow I-78 West to I-81 to Harrisburg, PA to Camp Hill, PA (Note: Be careful because it gets confusing to get onto Route 15). Take Route 15 South to Gettysburg, PA and Emmitsburg, MD.
- Follow the signs once in Emmitsburg to the National Emergency Training Center

SCHEDULE OF EVENTS: The meal plan is mandatory and includes six meals

**Friday, September 18**
Student Check in: 3:00 PM – 6:00 PM (Each student MUST possess a REAL ID or US Passport in order to register at C-West)
Dinner: 4:30 – 7:00 PM – Dining Hall
7:00 PM – Mandatory orientation
  **Join your colleagues from all three states after dinner Friday evening for discussion of three relevant issues impacting the fire service. We encourage everyone to join so as to voice their opinions and experiences.**

**Saturday, September 19** (all times are approximate)
Breakfast: 6:00 AM – 8:00 AM – Dining Hall
Morning Course Time: 8:00 AM – 12:00 PM
Lunch: 12:00 PM – 1:00 PM – Dining Hall
Afternoon Course Time: 1:00 PM – 5:00 PM
Memorial Service: 5:15 PM – 6:00 PM
Dinner: 6:00 PM

**Sunday, September 20** (all times are approximate)
Breakfast: 6:00 AM – 8:00 AM – Dining Hall – Check-out of the Dormitory before class on Sunday. Luggage should be stored in personal vehicles before class begins. If other arrangements are needed, please indicate that on your application.
Morning Course Time: 8:00 AM – 12:00 PM
Lunch: 12:00 PM – 1:00 PM – Dining Hall
Afternoon Course Time: 1:00 PM – 4:30 PM

**LODGING:** A single room for each participant for a two-night stay at the NFA is included. A few rooms for married couples are available—please notify the Fire Academy if you would like a double room.

**DRESS CODE:** The wearing of athletic clothing, including ball caps or hats of any kind, is not appropriate in the classrooms, dining hall, or auditorium. Attire such as shorts, sandals, tank tops, ventilated shirts, collar-less shirts, and cut-off jeans are considered informal wear and should be restricted to after-hour leisure activities. Males: Shirts with collars (no t-shirts), slacks, nice jeans (no holes), or department uniforms, shoes, and socks. Females: Dresses, blouses (no t-shirts) with slacks or skirts or department uniforms, hosiery, and shoes. Optional items include sweaters, jackets, etc.

**COURSES:**
**Fire Safety Culture: Who Protects Firefighters from Firefighters (W0349):**
This two-day course is designed to assist emergency services personnel in defining and advocating organizational change within the fire service relating to safety. Topics include: Safety and risk cultures within organizations, influences on safety culture and risk categories, and concepts, goals, and processes of risk management. The course incorporates facilitated student-centered methodologies including lecture, small and large group activities, and individual assessments.
Building Organizational Support for Community Risk Reduction (W0636): This two-day course is designed to help fire and emergency services learn what community risk reduction is and how to build organizational support for it. This course will address the challenges that fire departments face in shifting their priorities from response to prevention. In many departments, community risk reduction is still considered a low priority. This course will show you how community risk reduction can help you and your department become more of a community player in times of decreased budgets. This course includes three units of instruction:
- Unit 1: Components of Community Risk Reduction.
- Unit 2: Community Risk Reduction as a Service Priority.
- Unit 3: Building Organizational Support for Community Risk Reduction.
Selection criteria: Fire and emergency services personnel who want to learn about community risk reduction.
Prerequisites: Incident Command System (ICS)-100-level and ICS-200-level training. Preferred courses are Q0462 and Q0463, available through NFA Online. Chief's signature attests that the applicant has completed this required training.

Leadership in Supervision: Creating Environments for Professional Growth (W0646): This two-day course presents the supervisor with the basic leadership skills and tools needed to perform effectively in the fire and EMS environment. The course includes concepts related to a successful transition to supervisory and leadership roles, including concepts of adaptive leadership; change management; active followership; effective communication, including difficult conversations and advocacy-inquiry based dialogue; ethics; authority; power; decision-making; and active engagement through development of a personal plan.
Prerequisites: ICS-100-level and ICS-200-level training. Preferred courses are Q0462 and Q0463, available through NFA Online. Chief's signature attests that the applicant has completed this required training.

Leadership in Supervision: Perspectives in Thinking (W0647): This two-day course provides the supervisor with the conceptual foundation and framework for success in leadership roles by exploring creative, analytical, political and critical thinking perspectives. The course addresses skills needed for assessing situations from multiple perspectives, making critical decisions, fostering creativity and innovation, and using persuasion.
Prerequisites: ICS-100-level and ICS-200-level training. Preferred courses are Q0462 and Q0463, available through NFA Online. Chief's signature attests that the applicant has completed this required training.

Leadership in Supervision: Frameworks for Success (W0648):
This two-day course provides the supervisor with the knowledge and skills to perform successfully in the fire and emergency medical services (EMS) environments. The course addresses professionalism, resilience, emotional intelligence, and situational awareness, as well as managing conflict, delegating mentoring, coaching, empowering, and building collaboration and synergy for professional growth.
Prerequisites: ICS-100-level and ICS-200-level training. Preferred courses are Q0462 and Q0463, available through NFA Online. Chief's signature attests that the applicant has completed this required training.

Shaping the Future (W0602): This is a two-day course designed to assist first- and second-level supervisors and Company Officers (COs) in developing knowledge and skills in contemporary approaches to organizational problem-solving. Topics include use of creative approaches to identifying trends within their organizations; applying problem-solving methodologies; the importance and application of continuous improvement within organizations; how to quantify problems and solutions; factors in organizational and individual resistance to change; and strategies for implementing change. The course incorporates facilitated, student-centered methodologies, including lecture, small and large group activities, and individual assessments.
Selection criteria: First- and second-level supervisors and COs who are upwardly mobile within their organizations and whose department head wishes to prepare them for increased managerial responsibility. Administrative officers who are responsible for significant staff functions within the organization and who report directly to top management. Emergency service workers assigned to positions with decision-making responsibilities.
Prerequisites: Incident Command System (ICS)-100-level and ICS-200-level training. Preferred courses are Q0462 and Q0463, available through NFA Online. Chief's signature attests that the applicant has completed this required training.

Decision Making for Initial Company Operations (W0457):
This two-day course is designed to develop the decision-making skills needed by Company Officers (COs) to accomplish assigned tactics at structure fires. All activities and scenarios used in this course are based on structure fires. With the real possibility of being the first to arrive at
an incident, the CO’s initial decisions will have an impact throughout the entire incident. It is vital that COs be able to make good management decisions that have a favorable impact on the eventual outcome.
In addition to a possible role as the initial Incident Commander, the CO may well be assigned a subordinate position within the Incident Command System organization. COs need to have a clear understanding of the system, the position that they are assigned to, and their role in the organization if they are to function effectively and help make the system work.
This course is an excellent review for experienced COs.

**Strategy and Tactics for Initial Company Operations (W0455):** This two-day course is designed to meet the needs of Company Officers (COs) responsible for managing the operations of one or more companies during structural firefighting operations. This course is designed to develop the management skills needed by COs to accomplish assigned tactics at structure fires.

**Selection criteria:** Senior firefighters who may at times assume the responsibilities of the CO (National Fire Protection Association 1001, Standard for Fire Fighter Professional Qualifications, Level II).

**Prerequisites:** Incident Command System (ICS)-100-level and ICS-200-level training. Preferred courses are Q0462 and Q0463, available through NFA Online. Chief’s signature attests that the applicant has completed this required training.

**Incident Command and Resource Management for the Fire Service (W0376):**

This two-day course will provide students with an understanding of the Incident Command System (ICS) and resource management for the fire service and their application in both emergency and nonemergency situations. This course addresses the need for an ICS, an overview of the structure and flexibility of ICS, an understanding of the command skills necessary to function effectively in an ICS structure, and the need to effectively manage your resources.

This course meets the requirements of ICS-100 and ICS-200.