

Bill Lowe, Professor of Emergency Management and Terrorism
Jacksonville State University, Dept. of Emergency Management and Public Administration
100 Gamecock Drive, Anniston, Alabama 36205
256-782-5925 / wlowe@jsu.edu

EXPERIENCE

Jacksonville State University – Jacksonville, Alabama

2004 - Present

Tenured “Full” Professor / Senior Faculty Member in the Department of Emergency Management and Public Administration. Teach undergraduate, masters, and doctoral courses in emergency management, homeland security and terrorism.

Center for Domestic Preparedness (CDP) – Anniston, Alabama

2017 – Present

Subject Matter Expert (SME)/LEAD Instructor (subcontractor) for the Federal Department of Homeland Security (DHS) teaching an array of mass casualty, terrorism, chemical, biological, radiological, nuclear, and explosive (CBRNE) threats, hazmat response and decontamination courses.

Axon (formerly TASER) – Scottsdale, Arizona

2012-2021

TASER Master Instructor (contract) who trained and certified, as instructors, more than 2,500 law enforcement, military, and security personnel on the objectively reasonable use of less-lethal force using conducted electrical weapons (CEW) aka TASERS.

Clayton County Fire & Emergency Services - Riverdale, Georgia

1979 - 2011

A large suburban-Atlanta (Atlanta’s International Airport is within Clayton County) emergency service organization providing comprehensive emergency & non-emergency services answering over 50,000 emergency calls per year to a culturally and racially diverse population of 335,000 citizens.

2008-2012: Clayton County Police/Sheriff Department Mandated Law Enforcement Tactical Medic

Serve as a mandated law enforcement officer / tactical medic with the Clayton County Police SWAT team and the Clayton County Sheriff’s SRT team.

2007-2011: Battalion Chief/Shift Supervisor

Commands and supervises, with one other battalion chief, all EMS/Fire/Rescue/Service responses and duty assignments for a 24 hour shift of 115 officers, firefighters, and paramedics who staff fourteen fire engines, ten paramedic ambulances, and three ladder trucks.

1994-2007: Paramedic Captain/Shift Supervisor

Coordinates EMS/rescue activities of 95 firefighter/paramedics staffing thirteen fire engines, eight paramedic ambulances, two ladder trucks, and one heavy rescue squad.

1992-94: Fire Lieutenant/Station Officer

Responsible for supervising and coordinating day-to-day activities of assigned fire suppression and EMS personnel.

1988-92: Fire Sergeant / 1984-88: Paramedic Sergeant / 1980-84: Paramedic / 1979-80: Firefighter

EDUCATION

Jacksonville State University
Jacksonville, Alabama

Master of Liberal Arts (2019)

Columbus State University
Columbus, Georgia

Master of Public Safety Administration (2015)

University of Richmond
Richmond, Virginia

Master of Disaster Science (2009)

**Foundation for Defense
of Democracies**

Two-week Immersion Seminar with the Israeli Defense Force (IDF) and the Israeli Police Force (IDP) studying terrorism and Homeland Security, with site visits, from senior military and law enforcement officials. (2009)

National Fire Academy
Emmitsburg, Maryland.

Executive Fire Officer (EFO) Program Graduate (2005)

Nova Southeastern University
Fort Lauderdale, FL

Post-Doctoral Specialization in Marketing Management (2002)

Nova Southeastern University
Fort Lauderdale, FL

Doctor of Business Administration (2000) in Human Resource Management

Dissertation: "The Relationship Between Leadership Practices and Organizational Commitment in the Fire Service," Committee members: Barry Barnes (Chair), Ron Fetzer, William Harrington.

Brenau University
Gainesville, GA

Master of Business Administration, 1997

PUBLICATIONS

Plane Down: NTSB Guidelines Provide Valuable Tools for First Responders. Sheriff and Deputy Magazine. May/June 2016.

"Proactive Traffic Enforcement Managing Elderly Drivers." Sheriff and Deputy Magazine. March/April 2016.

"Charging Into a Hail of Gunfire – Roswell, Georgia Sergeant Jason Wescott." www.LawOfficer.com March 2016.

"Law Enforcement Professionalism: Two-Way Street of Respect for the Law – AND the Thin Blue Line." Deputy and Court Officer Magazine. July/August 2015.

"Going Beyond the Traffic Violation." Law Officer Magazine. February 2015.

"Taser's Master Instructor School – A Fiscal and Operational CEW Force Multiplier." Law Officer Magazine. November/December 2014.

"Active Shooter Threat Preparedness and Mitigation Saves Lives!" Alabama Association of Emergency Managers. July 2014.

"Forcing Officer Engagement – Active Shooter Response!" Law Officer Magazine. March 2014.

"Enhancing Officer Safety – Vehicle Traffic Stops," Deputy and Court Officer Magazine. December, 2013.

"Defending School Children Using Seized Criminal Funds – Carroll County, Georgia." National Sheriff Magazine. November/December, 2013.

"Sheriff's Office Affiliated EM in Carroll County, Georgia: An Approach Benefiting 110,000 Citizens." International Association of Emergency Managers' Bulletin. November 2013.

"Active Shooter Recovery: Moving Beyond the Heartbreak and Despair!" International Association of Emergency Managers' Bulletin. Jan. 2013.

"Active Shooter Mitigation: Saving Lives Before the Shots Ring Out!" International Association of Emergency Managers' Bulletin. Oct. 2012.

"Active Shooter Response: Reacting to the Screams and Gunfire!" International Association of Emergency Managers' Bulletin. July 2012.

"Sit Down & Prepare to Defend Yourself!" Law Officer Magazine. July 2012

"Budget & Staffing Shortages? Consider the Benefits and Cost-Savings of Part-Time (PAID) Reserve Police Officers with Chief Ed Williams and Lt. Michael Crowe." Police Chief Magazine. Jan. 2012.

"Active Shooter Preparedness: Stay Alert to Stay Alive!" International Association of Emergency Managers' Bulletin. January 2012.

"Using Leadership to Increase Commitment for Civil Servants and Air Force Personnel in Times of Conflict" with Colonel Donald Metscher, Dr. Barry Barnes, and Leanne Lai. Air Force Journal of Logistics, Spring/Summer 2011.

"Hazmat Incident – An Easy Way to Ruin a Sheriff's Week!" with Sheriff Kem Kimbrough. National Sheriff Magazine. May//June 2010.

"Sheriff! Your Jail is on FIRE!" with Sheriff Kem Kimbrough. National Sheriff Magazine. November/December 2009.

"SWAT/SRT and Tactical Medics – Everyone Goes Home!" with Sheriff Kem Kimbrough. National Sheriff Magazine. July/August 2009.

"Firefighters' Lives Saved: A Seatbelt Success Story!" with Alex Cohilas and Jeff Hood. Fire Chief Magazine, Published on www.firechief.com June 2008.

"An American Fire Officer's Journey Across 'The Pond!'" Firehouse Magazine, August 2007.

"Vehicle Accident with Entrapment: Start a Physician to the Scene!" Fire Engineering Magazine, June, 2007, p. 127.

"Undeserving of Wearing The Maltese Cross!" with Ron Wakeham and John Cook. Firehouse, March, 2007. p. 21.

"People with Disabilities" with Chris Kearns. Journal of Emergency Management, Jan/Feb. 2007.

"Career Accomplishments and Fire Service Contributions of National Fire Academy Executive Fire Officers" with Alex Cohilas. Fire Chief, September 2006.

"High Speed, High Heat, & High Humidity Persons' Pinned Alarm" with Blaine Clark and Alex Cohilas. Advanced Rescue Technology Magazine, June/July 2006.

Magazine Cover Photo of Clayton County Fire Department Alarm of a 41-I persons pinned with (2) sig. 48s on Tara Blvd @ N. Main Street. with Blaine Clark and Alex Cohilas. Advanced Rescue Technology Magazine, June/July 2006.

"Disaster Roles and Responsibilities for Safety Managers" with Shawn Adams. Occupational Health and Safety, March 2006.

"Evacuation Fundamentals" with Rosemary Cloud and Alex Cohilas. Fire Engineering, Jan. 2006.

"Career Ladder Accelerant – The NFA's Degrees-at-a-Distance Program!" with JoAnne Hildebrand. Firehouse, August, 2005.

"Making Federal Rural Fire Programs Work for your Department" with Jeffery Keller. Fire Engineering, July 2005.

"Integrating Fire/EMS Operations: A National Fire Academy EFO Research Paper" with Alex Cohilas, Fire Chief, March 2005.

"Police Officer Down" with Ray Banks & Jeff Hood. Fire Engineering, December, 2004.

"Conflict Causes and Solutions Between Paramedic Partners" with Laurie Mooney and Dennis Flahive, The Journal of Emergency Care, Rescue, and Transportation: Emergency Medical Services, September, 2004.

"Getting Educated About Being COLLEGE Educated" with Ron Wakeham. Firehouse, August, 2004.

"One Firefighter Family's Diplomat of Retribution" with Bob Lowe, Cathy Lowe, & Rebecca Lowe. Firehouse, July, 2004.

"One Educational Journey: Battalion Chief Laurie Mooney." Firehouse, April 2004.

"A Mighty Heavy Vehicle Extrication – Loaded Cement Truck vs. SUV" with Jeff Hood, and Earl Watson, Firehouse, April 2004.

“Stop Wasting Time & Pursue Your College Degree!” with Roxanne Bercik, Chris Connealy, and Laurie Mooney, Firehouse, April 2004.

“Managing Employees’ Suggestions: Honolulu Fire’s SOPPADA” with Wayne Nojiri and Laurie Mooney, Fire Chief, August 2003.

“Vehicle Accident with Person Pinned - and Impaled!” with Jeff Hood and Jerry Russell. Fire Engineering, July 2003.

“A Most Challenging - and Memorable – Vehicle Extrication,” with Jeff Hood and Bryan Hudson, Firehouse, April 2003.

“The International Association of Fire Chiefs’ Foundation: Meeting the Fire Service’s Educational Agenda” with Sue Hawkins, Fire Chief, March 2003.

“Transformational Leadership Strategies to Prevent Firefighter Line-of-Duty Deaths” with Chris Connealy and Laurie Mooney, Fire Chief, February 2003.

"All that Jazz: An Improvisational Fire Service Management Model," with Barry Barnes, Fire Chief, January, 2003.

“Reflections and Suggestions from Attending the National Fire Academy” with Roxanne Bercik and Laurie Mooney, Fire Engineering Magazine – Online, September, 2002.

"EMS on the High Seas: Cruise Ship Emergency Medical Service Operations," with Sally Van Boheemen, Every Second Counts: The Emergency Response Magazine, Sept/Oct. 2002.

"21st Century EMS Retention Strategies," with William Bolton, EMS Magazine, September, 2002.

“Promotion to Officer: The Rights You Lose,” with Bill Bolton, Fire Engineering, July, 2002.

"Managing Fire Service Diversity: An Applied Case Analysis," with Barry Barnes. Fire Engineering, March, 2002.

"EMS Managers’ Response to Sexual Harassment Claims," Journal of Emergency Medical Services: EMS Insider. February, 2002.

"An Examination of the Relationship Between Leadership Practices and Organizational Commitment in the Fire Service," with Barry Barnes, Journal of Applied Management and Entrepreneurship, January, 2002.

"Fire Service Motivational Drivers: Satisfiers and Dissatisfiers," Firehouse Magazine, January, 2002.

"Preventing Sexual Harassment," Journal of Emergency Medical Services: EMS Insider. December, 2001.

"EMS Patients Can Get More Satisfaction," The Journal of Emergency Care, Rescue, and Transportation: Emergency Medical Services, November, 2001.

"Employee Retention: Approaches for Achieving Performance Objectives," with Jean Gordon, Journal of American Academy of Business, Cambridge. October, 2001.

"Team Characteristics for Effective Fire Service Performance," Responder Magazine, August, 2001.

"Delegation Strategies," 1st Responder News, May/June, 2001.

"Evolution Acclaim," Letter to the Editor, Fire Chief, May, 2001.

"Assertion vs. Cooperation: What's Your Conflict Resolution Style?" Journal of Emergency Medical Services: Fire Insider, April, 2001.

"21st Century Fire Service Leadership Strategies," 1st Responder News, March, 2001.

"Retention Strategies That Work," Journal of Emergency Medical Services: EMS Insider, March, 2001.

"Leadership Practices For Strengthening Relationships," 1st Responder News, February, 2001.

"When Leaders Lead — Employees Commit," The Journal of Emergency Care, Rescue, and Transportation: Emergency Medical Services, January, 2001.

"Characteristics of Dysfunctional Fire Departments," 1st Responder News, September/ October, 2000.

"Account for Employee Commitment," Journal of Emergency Medical Services: EMS Insider, August, 2000.

"Accomplishing More By Doing Less: Strategies for Organizing & Delegating," 1st Responder News, August, 2000.

"Public Safety Substance Abuse: A Detriment to Public Safety," 1st Responder News, July, 2000.

"Stop Training and Start Developing," 1st Responder News, May/June, 2000.

"Dealing with Subordinates Who Commit Occupational Suicide," 1st Responder News, May/June, 2000.

"Is Your Department Continuing to Learn?" Emergency Services News, October, 1999.

"EMS Changes, But Stays the Same," Emergency Services News, September, 1999.

"For Blind, Smoke Training is 24/7/365," Emergency Services News, August, 1999.

"Preparing for the New Millennium," Emergency Services News, July, 1999.

"Traditions Help Us to Focus," Emergency Services News, June, 1999.

"Traditions Provide Leadership Models," Emergency Services News, May, 1999.

"Training Provides for Better Organizational Commitment," Emergency Services News, April, 1999.

"Steps Used in Diversity Management," Emergency Services News, March, 1999.

"Managing Diversity in the Fire Service," Emergency Services News, February, 1999.

"Paramedic of the Year," Letter to the Editor, The Journal of Emergency Care, Rescue, and Transportation: Emergency Medical Services, January, 1999.

Presentations:

"Active Shooter School Defense Using Seized Drug Funds." National Sheriffs' Association Conference: Fort Worth, Texas. June 22, 2014.

"Leadership Practices for Emergency Management Incident Success." 16th Annual FEMA Emergency Management Higher Education Symposium. Emmitsburg, Maryland. June 4, 2014.

"Comprehensive Emergency Management Principles Applied to Active Shooter Incidents." 16th Annual FEMA Emergency Management Higher Education Symposium. Emmitsburg, Maryland. June 4, 2014.

"Tracking, Counseling, and Reducing Taser CEW Negligent Discharges." Taser Master Instructor School. Glendale, Arizona. December 2, 2013.

"Managing Crisis Aftermath in the Community." Maryland Police and Correctional Training Commission Conference. McDaniel College, November, 26 2013.

"Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents" University of Maryland Fire Rescue Institute Executive Development Series. College Park, Maryland. October 30, 2013.

"Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents" All-Hazards Stakeholders Summit. Atlanta, Georgia. Sept. 24, 2013.

"Law Enforcement Response to Active Shooter Incident." National Sheriffs' Association Conference: Charlotte, North Carolina. June 22, 2013.

"Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents" All-Hazards Stakeholders Summit. Chicago, Illinois, June 18, 2013.

"Law Enforcement Response to Active Shooter Incident." Georgia SWAT/Sniper Symposium. Alpharetta, Georgia. June 10, 2013.

"Fire and EMS Response to Active Shooter Incidents." Fire Department Instructors' Conference 2013 (FDIC 2013): Indianapolis, Indiana: April 25, 2013.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” All-Hazards Stakeholders Summit. Philadelphia, Pennsylvania. April 23, 2013.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” All-Hazards Stakeholders Summit. Houston, Texas; December 6, 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” All-Hazards Stakeholders Summit. Miami, Florida; December 4, 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” Secured Cities Conference. Philadelphia, Pennsylvania. Oct. 11, 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” All-Hazards Stakeholders Summit. Denver, Colorado; September 20, 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” The Sixth Annual Emergency Management Summit. Baltimore, Maryland. September 5, 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents.” Georgia Association of Law Enforcement Firearms Instructors Conference. Carrollton, Georgia. August 8, 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents.” National Conference on School Discipline. Atlanta, Georgia. June, 30, 2012.

“Armed & Deputized Tactical Medics.” National Sheriffs’ Association Summer Conference: Nashville, TN June 2012.

“Emergency Management Leadership Principles.” Department of Homeland Security, Emergency Management Higher Education Conference Professional Development Conference. Emmitsburg, Maryland. June 5, 2012

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents.” Department of Homeland Security, U.S. Fire Administration, Fire and Emergency Services Higher Education Professional Development Conference. Emmitsburg, Maryland. May 30 - June 2, 2012

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents.” Emergency Management Association of Georgia Conference. Savannah, Georgia: May 2012.

“Emergency Management Leadership.” Emergency Management Association of Georgia Conference. Savannah, Georgia: May 2012.

“The Jail is On Fire! Open the Emergency Operations Center!” American Jail Association Conference: Reno, NV: April 2012.

“Public Safety Ethics and Professionalism.” Fire Department Instructors' Conference 2012 (FDIC 2012): Indianapolis, Indiana: April 2012.

Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents. Partners in Emergency Preparedness Conference 2012. Tacoma, Washington. April, 2012.

“Jail Fire Safety – Saving the Lives of Staff and Inmates!” American Correctional Association Conference: Phoenix, Arizona: January 2012.

“Mitigating, Preventing, Responding, and Recovering from Active Shooters Incidents” Emergency Management Association of Texas Conference. Odessa, Texas. October, 2011.

“Jail Fire Safety – Saving the Lives of Staff and Inmates!” American Correctional Association Conference: Orlando, Florida: August 2011.

“Jail Fire Safety – Saving the Lives of Staff and Inmates!” American Jail Association Conference: Cincinnati, Ohio: May 2011.

“Law Enforcement and Emergency Medical Service Response to an Active Shooter Incident” Conference of Southern Graduate Schools. Huntsville, Alabama. February 2011.

“Jail Fire Safety – Saving the Lives of Staff and Inmates!” American Correctional Association Winter Conference: San Antonio, Texas: February 2011.

“Armed & Deputized Tactical Medics.” National Sheriffs’ Association Winter Conference: Palm Desert, California, January 2011.

“Armed & Deputized Tactical Medics.” International Association of Fire Chiefs’ Conference: Chicago, Illinois, August, 2010.

“Fire Service EMS - Armed & Deputized Tactical Medics.” Fire Department Instructors' Conference 2010 (FDIC 2010): Indianapolis, Indiana: April 2010.

"Is your Business Continuity Leadership Power Smothering? Learn the Five Sources of Leadership Power!" 2010 Business Continuity Insights Conference: New Orleans, Louisiana. April 2010.

"Promoting Your Career Development To Achieve Fire Service Success!" International Association of Fire Chiefs' Conference: Dallas Texas, August, 2009.

"Stop Making Excuses! Promote Your Own Career Development!" International Association of Women in Fire and Emergency Services 9th Biennial Leadership Conference. Omaha, Nebraska; May 2009.

"Leadership Principles and Practices – Making the Transition from Plan to Progress!" Business Continuity Insights Conference: Phoenix, Arizona. April 2009.

“Lessons Learned from Chief Fire Officers.” Fire Department Instructors' Conference 2009 (FDIC 2009): Indianapolis, Indiana: April, 2009.

“Leadership Principles and Practices – Making the Transition from Plan to Progress.” Partners in Emergency Preparedness Conference 2009. Tacoma, Washington. April, 2009.

“Leadership Principles and Practices – Making the Transition from Plan to Progress.” Association of Professional Communication Officials Conference: Ottawa, Canada. November, 2008.

“Partnerships with Fire Department and EMS: Achieving Emergency Service Communication Success.” Association of Professional Communication Officials Conference: Ottawa, Canada. November, 2008.

"Climbing YOUR Business Continuity Career Ladder? Learn Tactics & Strategies for Success!" Business Continuity Insights Conference: New Orleans, Louisiana. May 2008.

"Establishing Command of YOUR Career!" International Association of Women in Fire and Emergency Services 8th Biennial Leadership Conference. Glendale, Arizona. April, 2008.

"Partnerships with Fire Departments and Emergency Medical Services: Achieving Emergency Management Operational Success." Partners in Emergency Preparedness Conference: Tacoma, Washington. April, 2008.

“Leadership Principles and Practices for Achieving Disaster Management Success,” International Association of Emergency Managers Annual Conference: Reno, Nevada. November, 2007.

"Officer Development: Personnel Handling Skills" International Association of Fire Chiefs' Conference: Atlanta, Georgia, August, 2007.

"Establishing Command" of YOUR Career Development to Achieve Fire Service Success!" International Association of Fire Chiefs' Conference: Atlanta, Georgia, August 2007.

"Developing Partnerships with Fire Departments and Emergency Medical Services for Achieving Business Continuity Success." Business Continuity Insights Conference: New Orleans, Louisiana. April, 2006.

“Leadership Principles and Practices for Putting Plans into Action,” International Association of Emergency Managers Annual Conference: Orlando, Florida. November, 2006.

"Career Development and Mentoring." Fire Service Leadership Conference - "Going for the Gold" sponsored by the Women Chief Fire Officers' Association: Chicago, Illinois: November 2006.

“Mentoring Program for Enhancing Officers’ Career Development” with Ron Wakeham, Fire Department Instructors' Conference 2006 (FDIC 2006): Indianapolis, Indiana: April, 2006.

“Strategies for Retaining Today’s “New Generation” of Emergency Management Personnel,” International Association of Emergency Managers Annual Conference: Phoenix, Arizona. November, 2005.

“Mentoring Program for Enhancing Officers’ Career Development” with Ron Wakeham, Fire Department Instructors' Conference EAST 2005 (FDIC 2005): Atlantic City, New Jersey: October, 2005.

“Mentoring Program for Enhancing Officers’ Career Development” with Ron Wakeham, Fire Department Instructors' Conference 2005 (FDIC 2005): Indianapolis, Indiana: April, 2005.

“Leadership Practices Achieving Fire Service Change Success” with Laurie Mooney, Fire Rescue-East 2005 sponsored by the Florida Fire Chiefs' Association: Jacksonville, Florida; February, 2005.

“Challenges and Opportunities Leading 21st Century Paramedics” with Alex Cohilas, EMS Today 2004: Atlanta, Georgia: October, 2004.

“Strategies for Keeping Today’s “New Generation” of EMTs and Paramedics” with Laurie Mooney, EMS Today 2004: Atlanta, Georgia: October, 2004.

“Strategies for Keeping Today’s “New Generation” of EMTs and Paramedics” with Laurie Mooney, Fire Department Instructors' Conference 2004 (FDIC 2004): Indianapolis, Indiana: April, 2004.

“Challenges and Opportunities Leading 21st Century Firefighters” with Laurie Mooney, Fire Rescue-East 2004 sponsored by the Florida Fire Chiefs' Association: Jacksonville, Florida; February, 2004.

"Retention Strategies for Firefighters and Paramedics" with Laurie Mooney, Fire Department Instructors' Conference 2003 (FDIC 2003): Indianapolis, Indiana: March, 2003.

“Challenges and Opportunities Leading 21st Century Firefighters” with Laurie Mooney, Fire Rescue-East 2003 sponsored by the Florida Fire Chiefs' Association: Jacksonville, Florida; February, 2003.

"The Relationship Between Quality Service Management and Customer Service In Emergency Medical Service Organizations," with Jean Gordon, Hawaii Conference on Business: University of Hawaii, School of Business: June 18-20, 2002.

"Retention Strategies for Firefighters and Paramedics" with William Bolton, Fire Rescue-East 2002 sponsored by the Florida Fire Chiefs' Association: Jacksonville, Florida; February, 2002.

"Diversity Strategies for Improving Future Business Operations" with Jean Gordon, Hawaii Conference on Business: University of Hawaii, School of Business: June 14-17, 2001.

"Benchmarking for Performance Excellence: Customer Satisfaction Metrics for Emergency Medical Service Operations" with Jean Gordon, 2001 International Applied Business Research Conference: Cancun, Mexico: March 14-21, 2001.

"A Fire Service Management Case Study: Managing Diversity" with Barry Barnes, Fire Department Instructors' Conference 2001 (FDIC 2001): Indianapolis, Indiana: March, 2001.

"A Fire Service Management Case Study: Managing Diversity" with Dr. Jean Gordon, Fire Rescue-East 2001 sponsored by the Florida Fire Chiefs' Association: Jacksonville, Florida; February, 2001.

"Retaining EMS Personnel" with William Bolton, National Summit on Recruiting, Hiring, and Retaining Fire Fighters and EMS Personnel sponsored by The Performance Institute. Las Vegas, NV; January 22-24, 2001.

"Leadership in Change Strategy Implementation," Fire Department Instructors' Conference 2000 (FDIC 2000): Indianapolis, Indiana; March, 2000.

"Leadership in Change Strategy Implementation," Fire Rescue-East 2000 sponsored by the Florida Fire Chiefs' Association: Jacksonville, Florida; February, 2000.