



Kentucky State Fire School

Lexington, KY

June 10-14, 2026



502 Reality of Short Company Operations

This course confronts firefighters with the hard truth of today's fireground: *we are often expected to do more with less*. Participants will be challenged to think critically, adapt quickly, and operate effectively within fire companies working at or below minimum staffing. Through a wide range of strategies and tactics, participants will explore how limited personnel impacts every phase of operations, from preparing for the shift, preplanning structures and training, response and fireground decision-making. Emphasis will be placed on developing realistic expectations, managing mayday situations, and implementing rapid intervention with short-handed crews. Participants will be pushed to make sound strategic and tactical decisions while operating two- and three-person engine companies. Scenario-based training will expose participants to proven, real-world solutions currently being used by fire companies across the country, because the reality isn't changing, and the fire service cannot afford to stand still.

This 1-day course will be offered Thursday.

Lead Instructor: Kenny Harney, Independence Fire District

**2026 Kentucky State Fire School
Central Bank Center
410 W. Vine Street, Lexington, KY**