AFSA45
UTILIZING PROCESSES TO GROW YOUR SMALL BUSINESS
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SAN ANTONIO, TX
AFSA
American Fire Sprinkler Association

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Jared Van Gammeren
Driven Fire Consultants, LLC
Jared has more than 20 years of experience in the fire sprinkler industry, beginning his career as an apprentice installer and advancing through roles including journeyman, designer, superintendent, estimator, project manager, design manager, and Director of Fire Protection for a large Midwest mechanical contractor. He has led fire protection design and construction projects across healthcare, industrial, educational, mixed-use, and commercial facilities.
Driven by a passion for collaborative design and innovation, Jared founded Driven Fire Consultants to deliver a higher standard of fire protection design and engineering services. Today, he leads a team of fire protection engineering and design professionals dedicated to improving project outcomes through technical excellence and teamwork.
Jared holds NICET Level III certifications in Water-Based Systems Layout and Inspections & Testing of Water-Based Systems. He is an active volunteer firefighter with the Inwood Fire Department and serves on multiple NFPA, AFSA, and NFSA committees, helping shape industry standards, education, and best practices.
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National Fire Protection Association
The authority on fire, electrical, and building safety
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Why This Topic Matters
What region of the country are you from?
How large is your business?
1-10 employees
10-25 employees
25-50 employees
50-100 employees
Over 100 employees
Are you an owner?
A manager?
An aspiring leader?
Is anyone here hoping their company stays exactly the same size five years from now?

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Why I Chose This Topic
"How do we turn what we're doing into something repeatable?"
References:
Traction by Gino Wickman
Think and Grow Rich by Napoleon Hill
The 10X Rule by Grant Cardone
Nine Figure Mindset by Brandon Dawson
The Book on Mental Toughness by Andy Frisella
Great businesses do not rely on individual heroics. They build systems that create consistent results.

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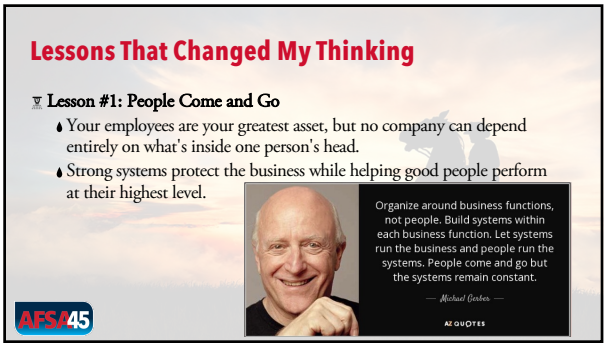
Lessons That Changed My Thinking
Lesson #1: People Come and Go
Your employees are your greatest asset, but no company can depend entirely on what's inside one person's head.
Strong systems protect the business while helping good people perform at their highest level.
Organize around business functions, not people. Build systems within each business function. Let systems run the business and people run the systems. People come and go but the systems remain constant.
Michael Gerber
AZ QUOTES

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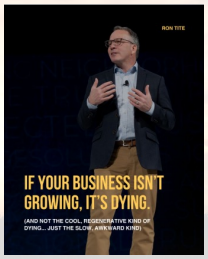
Lessons That Changed My Thinking

- **Lesson #2: If Your Business Isn't Growing, It's Dying**
  - Growth creates opportunities.
  - Talented employees want challenges.
  - If we're not creating opportunities for good people, someone else eventually will.



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Lessons That Changed My Thinking

- **Lesson #3: Your Team Isn't the Problem, You Are**
  - I eventually discovered someone else could often do it as well or better.
  - My role wasn't to hold onto every responsibility.
  - My role was to build a company where others could succeed.

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Putting the Right People in the Right Seats

- **Ask yourself:**
  - What are this person's natural talents?
  - What work energizes them?
  - What work drains them?
  - Where can they create maximum value?
- Match talents to responsibilities.
  - Growth accelerates.

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Our First Bottleneck

- **Important financial processes all lived in one place…**
  - **My head!**
- A business can be slowly strangled by hundreds of five-minute tasks.
- That's where our process journey began.

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The Power of SOPs

- Our first SOPs weren't impressive
  - Screenshots
  - Notes
  - Simple Instructions

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The Power of SOPs

- Evolved over time into robust systems covering:
  - Administrative Processes
    - Accounts payable
    - Accounts receivable
    - Payroll
    - Billing
    - Job setup

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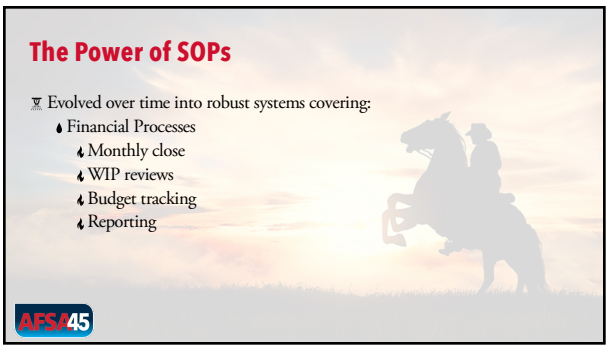

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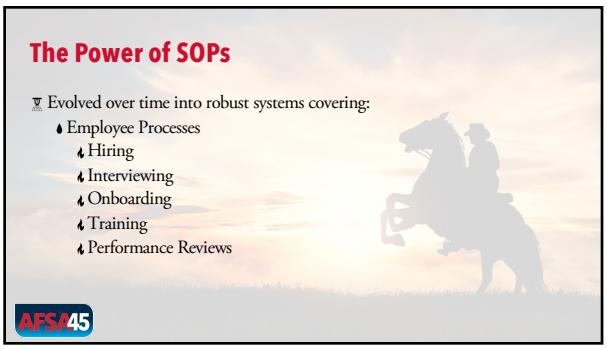

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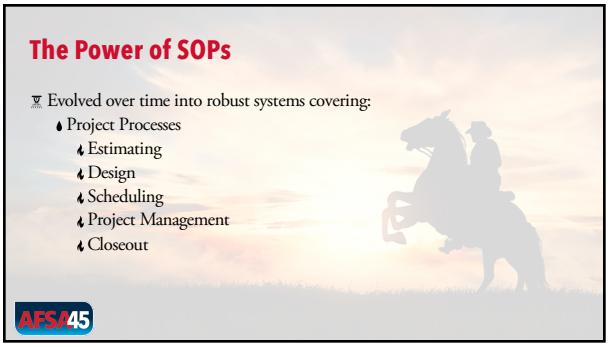

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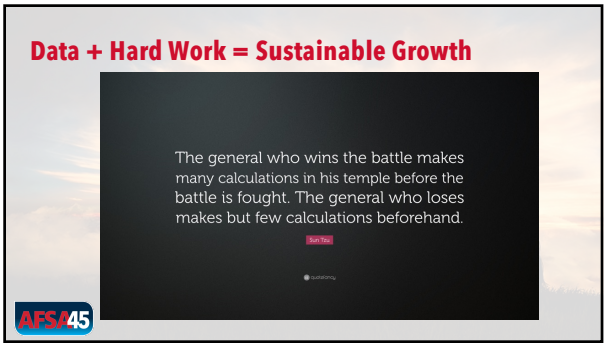

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What Should Fire Sprinkler Contractors Track?

- Revenue
- Gross profit
- Labor efficiency
- Design productivity
- Backlog
- Sales pipeline
- Collections
- Customer acquisition cost
- Project turnaround time
- Estimating success rate

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Real Example: Measuring Sales Activity

- Eventually we started tracking:
  - Travel costs
  - Event costs
  - Leads generated
  - Revenue generated
- Now we can evaluate return on investment instead of relying on opinions.
- **What gets measured gets improved.**

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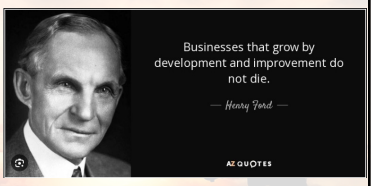
Hard Work Still Matters

- Hard work still wins
- But hard work combined with:
  - Great people
  - Strong processes
  - Accurate data
- Produces extraordinary results.



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If Data Isn't Your Strength

- If tracking data isn't your strength:
  - **Find someone whose strength it is.**
    - Hire them.
    - Promote them.
    - Develop them.
    - Partner with them.
- Your business needs someone who understands the numbers and can convert data into better decisions.

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What Success Looks Like

- **Employees**
  - Faster onboarding
  - Better training
  - Clear expectations
  - Better career development

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What Success Looks Like

- **Customers**
  - More consistency
  - Better communication
  - Better service experience

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What Success Looks Like

- Managers
  - Better visibility
  - Better accountability
  - Fewer surprises

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What Success Looks Like

- Owners
  - Less "firefighting"
  - Better scalability
  - More freedom
  - Greater confidence in future growth

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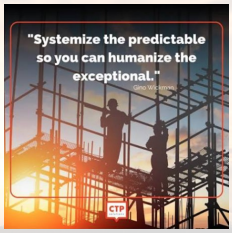
Closing

- Put the Right People in the Right Seats
  - Allow people to work where they are most talented.
- Build Repeatable Processes
  - Document what works and continually improve it.
- Track Meaningful Data
  - Combine accurate information with accountability, effort, and hard work.



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What you have done is **nothing** compared to what you **can do**.

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REQUIRED

FOR CEU CREDIT:

- ✓ Badge scanned at start of seminar
- ✓ Attend full seminar
- ✓ Complete survey 1 of 2 ways:
  - ✓ Survey link is emailed to attendees with scanned badges
  - ✓ Event app by EventsAir
    - Login to app
    - Navigate to seminar survey
  - ✓ Surveys close 10/31/26

Thank you!

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Scan QR code to submit questions for **Ask the Experts!**

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2027 Training Schedule

WEBINARS

1/6	Updates to NFPA 20
1/20	Calculating Pressure Reducing Hose Valves
2/3	Consumer Alert: Nitrogen in Sprinkler Systems
2/17	Reviewing Hydraulic Calculations
3/3	Updates to NFPA 13, 2028 Ed.
3/17	Updates to NFPA 13R & 13D, 2028 Eds.
4/7	Topic Coming Soon
4/21	NFPA 25: Roles & Responsibilities
5/5	Standpipe Flow Test Procedures
5/19	Storage 101
6/2	NFPA Technical Meeting - Voting Guide
6/16	Topic Coming Soon
6/30	Topic Coming Soon
7/7	Updates to NFPA 14, 2027 Edition
7/21	Adjacent Hazards & Design Methods
8/4	Acceptance Testing
8/18	Modifications to Existing Systems
9/22	Topic Coming Soon
10/6	Seismic 101
10/20	Proposed Updates to NFPA 25, 2029 Ed.
11/3	Evaluating Fire Pump Flow Tests
11/17	Top 10 Tech Reviews
12/1	Designing Water Storage Tanks
12/15	Pump Room Layout

PROGRAMS

Feb 9 - Mar 5 Apr 20 - May 14 Aug 3 - Aug 27** Oct 26 - Nov 19	Beginning Design School*
Apr 26 - May 7 Nov 1 - 12	Intermediate Design School*
Feb 8 - 10** Apr 12 - 14 Jul 12 - 14 Oct 11 - 13	Sprinkler Hydraulics Calculations Workshop
Apr 19 - 21 Oct 18 - 20	Advanced Hydraulics Calculations Workshop
Feb 11** Apr 30 Jul 23 Sep 24	Introduction to the Fire Sprinkler Industry
Mar 1 - 3 May 17 - 19 Aug 16 - 18 Oct 18 - 20**	NFPA 25 Essentials Workshop
Jun 7 - 10 Sep 20 - 23	Experienced Inspector Skills Lab
Mar 4 - 5 May 20 - 21 Aug 19 - 20 Oct 21 - 22**	NFPA 25 Fire Pump Workshop
Spring Summer Fall	ITM Inspector Development Program* *This program is 20 months.*

** Hybrid course **At General Air Products Lab, Exton, PA*

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September 8-11	Manchester Grand Hyatt San Diego, CA

For More Details Visit:
firesprinkler.org

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Dates subject to change. Programs subject to minimum registrations.

rev 9/14/2026

Virtual Instruction Path (VIP)

for Sprinkler Fitting Apprentices

Level 1 - Begins January 2027

Level 2 - Begins February 2027

Level 3 - Begins January 2027

Level 4 - Begins March 2027

www.firesprinkler.org/VIP

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HANDS-ON WORKSHOPS FOR 2027

FEATURING AFSA'S TRAINING LAB

NFPA 25 Essentials Workshop

Mar | May | Aug | Oct

Description: Understand roles, responsibilities, and NFPA 25 ITM procedures through hands-on testing of wet systems, dry systems, and fire pumps.

NFPA 25 Fire Pump Workshop

Mar | May | Aug | Oct

Description: Develop practical NFPA 25 fire pump ITM skills, including no-flow and full-flow testing, water supply graphing, and performance evaluation.

Introduction to the Fire Sprinkler Industry

Feb | Apr | Jul | Sep

Description: This course is designed for those new to the industry. An introductory, wide-ranging 8-hour course that provides a broad overview of core fire sprinkler industry concepts for those new to the field.

Experienced Inspector Skills Lab NEW

Mar | Sep

Description: Take your ITM expertise beyond the basics. Designed for experienced technicians, this course combines focused classroom instruction with hands-on system lab training to strengthen your application of current NFPA 25 inspection, testing, and maintenance requirements. Refine fire sprinkler testing practices, improve documentation, deliver more consistent service, and help reduce liability while reinforcing knowledge commonly covered on certification exams.

Learn more about AFSA's fire sprinkler lab featuring functional risers, a spray room, fire pumps, and an interactive classroom.

firesprinkler.org/lab