



# Fire Chief Development Program *--Program Assessment--*

## Program Direction and Overview

This program is to help current fire chiefs or assistant fire chiefs in volunteer and combination departments meet the changing needs of managing, improving, and directing the department.

This program is designed for any size volunteer and combination departments. Successful completion of the program will have prepared Chief Officers to lead and direct their respective department while decreasing liabilities, increasing management practices, and improving safety. There will be assignments that the participants will have to do in order to get the most out of the course and have a great learning experience.

Some of the topics included in the program include:

- FD Liabilities
- Grants
- Recruitment/Retention
- ISO/PPC
- Implementing Change
- Records Management Systems
- Budgets
- Performance Measures
- Government/Elected Officials
- Policies

All classes will be held at the SFFMA offices in south Austin. Hotel reservations, accommodations, and meals will be taken care of by SFFMA. The classes schedule will be:

- Friday 6pm-9pm
- Saturday 8am-5pm
- Sunday 8am-noon

## Fire Chief Development Program – 2019 Program Delivery

Weekend 1 – February 22<sup>nd</sup> thru 24<sup>th</sup>, 2019

- Introduction to Community Risk Assessment – Chief Mike Montgomery
- Insurance Service Organization – Public Protection Class – Jeff Edwards
- Leading the Way from Good to Great – Assistant Chief Robert Logan
- Fire Department Environment – Assistant Chief Robert Logan
- Using SWOT to establish Priorities – Chief Mike Montgomery

Weekend 2 – April 6<sup>th</sup> thru 28<sup>th</sup>, 2019

- Risk Management and Safety Programs – Chief Scott Kerwood and Chief Mike Richardson

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- Operations Management – Chief Mike Richardson
- TIFMAS / AHIMT – Battalion Chief Mark Wolbus

### *Weekend 3 – May 31st thru June 2nd, 2019*

- Health and Wellness Program – Chief Bill Gardner
- Recruitment and Retention – Assistant Chief Jason Blackman
- Liabilities of Fire Chief Employee Management – Chief Bill Gardner
- Fair Labor & Standards Act Compliance – Chief Bill Gardner

### *Weekend 4 – August 9<sup>th</sup> thru 11<sup>th</sup>, 2019*

- Texas Fire Service 101 – Chief Chris Barron
- Administration Management (Grants) – Chief Chris Barron and Chief Bruce Woods
- Administration Management (Government/Public Relations) – Chief Chris Barron and Chief Bruce Woods
- Texas Forestry Service (Grant Programs) – Chief Jason Kiddingham
- Emergency Management – Chief Brent Hahn
- Administrative Management (Budget Concepts) – Chief Bruce Woods
- ESDs – The Basics – Clay Avery
- Community Risk Reduction (CRR) in Wildland Interface – Chief Bruce Woods

### *Weekend 5 – September 20<sup>th</sup> thru 22<sup>nd</sup>, 2019*

- Creating a Compelling Story – Chief Mike Montgomery
- Change is Good...You go First! – Chief Mike Montgomery
- Overcoming Difficult Organizational Changes – Chief Chris Barron
- Fire Service Management – Chief Richard Van Winkle
- Planning for Change – Chief Mike Montgomery
- Future of the Fire Service – Chief Chris Barron
- Future Fire Chief Development Program (Improvements) – Chief Chris Barron, Chief Richard Van Winkle, and Chief Mike Montgomery
- Overview of the Texas Commission on Fire Protection – Tim Rutland

## **Audit Direction**

R. Andy Dexter LP, Vice Chairman of the SFFMA Certification Board, was engaged by Executive Director Chris Barron (Retired), Fire Chief Mike Montgomery (Retired), and Fire Chief/SFFMA President Mike Richardson to evaluate the validity and compliance of the Fire Chief Development Program as a stand-alone certification. R. Andy Dexter was then enrolled in the program as a student for this evaluation process to experience what the students of the program is. R. Andy Dexter LP attended the 2019 (newly expanded to 5 weekends) course and was apart of the cohort assembled for the program.

## **Program Evaluation Method**

The program was measured predominately by compliance with existing SFFMA Certification Program and NFPA Consensus Standards for qualifying for certification. This direction is based solely on the

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Executive Board Direction to the SFFMA Certification Board to require all offered certifications to be issued by the Certification Board comply with the applicable NFPA Standard and have a skills/written testing validation process.

The second measurement is from the standpoint of the original intent for the development of the Fire Chief Development Program which is to develop a program which remains relevant and current to the needs of the chief officers of a department using the elements of the political, financial, human resources, and industry direction of the fire and emergency services.

### Primary Assessment Method

SFFMA and NFPA Objectives

The following are the SFFMA / NFPA Objectives which were covered during the course as observed by R. Andy Dexter LP:

#### Fire Officer I (NFPA 1021)

- O1-01.01 - Trainee shall have knowledge of the following:
  - A. The organizational structure of the department
  - B. Geographical configuration and characteristics of response districts
  - C. Departmental operating procedures for administration, emergency operations, incident management systems, and safety
  - D. Departmental budget process
  - E. Information management and record keeping
  - F. The fire prevention and building safety codes and ordinances applicable to the jurisdiction
  - G. Current trends, technologies, and socioeconomic and political factors that impact the fire service
  - H. Cultural diversity
  - I. Methods used by supervisors to obtain cooperation within a group of subordinates
  - J. The rights of management and members
  - K. Agreements in force between the organization and members
  - L. Generally accepted ethical practices, including a professional code of ethics
  - M. Policies and procedures regarding the operation of the department as they involve supervisors and members
- O1-02.06 - Trainee shall recommend action for member-related problems, given a member with a situation requiring assistance and the member assistance policies and procedures, so that the situation is identified and the actions taken are within the established policies and procedures. Trainee shall have the knowledge to be able to recognize the following:
  - A. The signs and symptoms of member-related problems
    - 1. Substance abuse
    - 2. Health problems
      - a. Mental
      - b. Physical

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3. Financial problems
4. Personal/family problems
5. Behavioral problems
- B. Causes of stress in emergency services personnel
  1. Environmental
    - a. Weather
    - b. Workplace conditions/expectations
    - c. Emergency scenes
  2. Physiological
    - a. Interrupted meals/sleep
    - b. Shift work
    - c. Constant heightened sense of awareness
  3. Psychological
    - a. Multiple casualty incidents
    - b. Gruesome injuries
    - c. Co-worker injuries or deaths
    - d. Injuries or deaths involving children
  4. Cultural
    - a. Age
    - b. Gender
    - c. Ethnicity
    - d. Religion
  5. Personal
    - a. Financial
    - b. Issues outside of work
- C. Adverse effects of stress on the performance of emergency service personnel
  1. Failure to meet job performance requirements
  2. Injuries/illnesses
  3. Death
- O1-02.09 - Trainee shall have the knowledgeable of human resource policies and procedures
  - A. Federal laws
  - B. State laws
  - C. Local AHJ (e.g. Employee Assistance Program)
  - D. Departmental (e.g. Wellness/fitness program)
- O1-03.02 - Trainee shall be knowledgeable of the following:
  - A. Community demographics and service organizations
    1. Community demographics and service organizations
      - a. Statistical analysis
        - i. Age
        - ii. Income
        - iii. Ethnicity
        - iv. Sex
        - v. Educational level

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- vi. Special needs
- b. Service organizations
  - i. Civic (e.g. Lions, Rotary)
  - ii. Religious (e.g. Knights of Columbus, Salvation Army)
  - iii. Volunteer (e.g. Red Cross, Community Emergency Response Team (CERT), Fire Corps)
- O1-03.08 - Trainee shall be knowledgeable of fire department's public education program as it relates to the target audience according to the AHJ.
- O1-04.01 - Trainee shall recommend changes to existing departmental policies and/or implement a new departmental policy at the unit level, given a new departmental policy, so that the policy is communicated to and understood by unit members.
- O1-04.06 - Trainee shall be knowledgeable of policies and procedures and the revenue sources and budget process.
  - A. Policies and procedures
    - 1. AHJ
  - B. Revenue sources
    - 1. Operating Budget (e.g. program, line item)
  - C. Budget process
    - 1. AHJ

### **Fire Officer II (NFPA 1021)**

- O2-01.01 - Trainee shall have knowledge of the organization of local government
- O2-01.02 - Trainee shall have knowledge of enabling and regulatory legislation and the law-making process at the local, state, and federal levels
- O2-01.03 - Trainee shall have knowledge of the functions of other bureaus, divisions, agencies, and organizations and their roles and responsibilities that relate to the fire service
  - A. Intergovernmental and interagency cooperation
- O2-02.02 - Trainee shall have knowledge of the following:
  - A. Human resource evaluation policies and procedures in reference to;
    - 1. Federal (e.g. Americans with Disabilities Act)
    - 2. State (e.g. Local Government Code)
    - 3. Local/AHJ (e.g. city policies)
    - 4. Departmental (e.g. departmental policies)
- O2-02.04 - Trainee shall be knowledgeable of the following:
  - A. Human resource evaluation policies and procedures in reference to;
    - 1. Federal (e.g. Fair Labor Standards Act)
    - 2. State (e.g. Local Government Code)
    - 3. Local/ AHJ (e.g. city policies)
    - 4. Departmental (e.g. departmental policies)
- O2-04.01 - This section involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.

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- O2-04.02 - Trainee shall develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.
- O2-04.03 - Trainee shall be knowledgeable of the following:
  - A. Policies and procedures
    - 1. Develop policies/procedures
    - 2. Train members
    - 3. Implement policies/procedures
    - 4. Evaluate/revise policies/procedures
  - B. Problem identification
    - 1. Be attentive
    - 2. Ask questions
    - 3. Encourage subordinates to report problems
- O2-04.09 - Trainee shall have knowledge of the following:
  - A. Policies and procedures for news releases
    - 1. AHJ
  - B. Format used for news releases
    - 1. Oral interview
      - a. Be prepared
      - b. Stay in control
      - c. Look and act the part
      - d. It is not over until it is over
    - 2. Written
      - a. Formulate a plan
      - b. Develop a concept and write the release
      - c. Make it unique
      - d. Well organized
      - e. Department letterhead
      - f. Release news to the media
- O2-06.03 - Trainee shall have knowledge of the following:
  - A. Standard operating procedures
    - 1. AHJ
  - B. National, state/provincial, and local information resources available for the mitigation of emergency incidents
  - C. An incident management system
    - 1. NIMS
    - 2. Incident Command System
  - D. A personnel accountability system

#### Fire Officer III (NFPA 1021)

- O3-01.01 - Trainee shall have knowledge of the current national and international trends and developments related to fire service organization, management, and

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administrative principles, as well as public and private organizations that support the fire and emergency services and the functions of each. NFPA 1021 6.1

- O3-02.06 - Trainee shall develop a plan for providing an employee accommodation, given an employee need, the requirements, and applicable law, so that adequate information is included to justify the requested change(s) using agency's policies and procedures, and legal requirements or reasonable accommodations. NFPA 1021 6.2.6
- O3-03.01 - Trainee shall develop a community risk reduction program, given risk assessment data, so that program outcomes are met using community demographics, resource availability, community needs, customer service principles, and program development. NFPA 1021 6.3.1

### Fire Officer IV (NFPA 1021)

- O4-02.01 - Trainee shall appraise the department's human resource demographics, given appropriate community demographic data, so that the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices in accordance with policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders. NFPA 1021 7.2.1

### SFFMA / NFPA Compliance

Based on this assessment, the current Fire Chief Development Program DOES NOT fully complete or satisfy the requirement for compliance in an existing certification program. The above can be used as a cross walk of completed objectives within the Fire Officer Certification Program of SFFMA. A majority of the Fire Chief Development Program covers cognitive objectives and very few psychomotor objectives are accomplished by the course. In order to make the existing program NFPA compliant, more course work to include developing budgets, strategic plans, proposals, press releases, etc. will be required along with most classroom time to complete the desired NFPA Fire Officer program. As depicted in the NFPA 1021 objectives covered, this course covers elements of the Fire Officer I, Fire Officer II, Fire Officer III, and Fire Officer IV curriculums; however, does not satisfy one or all of these curriculums.

### Secondary Assessment Method

Prior to attending the course, I (R. Andy Dexter LP) spoke with several of the founding instructors of the program. Within these conversations, the direction for the creation of the Fire Chief Development Program came from a need to provide education to new Fire Chiefs in topics which are the most current and relevant to the fire service. As such, the direction from the SFFMA Executive Board did not place a requirement for this program to be aligned with an existing NFPA standard as was the direction to the SFFMA Certification Board. This truly led to no requested action from the Executive Board to the Certification Board for the creation of and implementation of this program as a certification within the SFFMA Certification Program.

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Requests from students and instructors have led to the question of whether the Fire Chief Development Program is a certification or an education program.

The Fire Chief Development Program, as experienced by attending the 2019 class, provided more specific, fire service of Texas oriented, and relevant class/topics which are not specifically identified in NFPA Curriculum. As such, it is difficult to adequately compare the NFPA curriculum to the educational topic provided and discussed during this delivery of the Fire Chief Development Program. There are a multitude of programs available to the fire service which do provide NFPA curricula compliance, but also exceeds these requirements as well. TEEEX offers the Fire Service Chief Executive Officer (FSCEO) program and the IAFC offers the Executive Chief Officer Leadership Symposium; just to site a few examples.

### Recommendations for Credit

In my assessment, this program was never intended or developed towards a certification program, however there is great value in the course and the educational opportunities, networking, information presented, and materials covered do provide a profound benefit to the fire service. The Fire Chief Development Program achieved these intended goals. As this is a SFFMA course, I recommend that the course entirety be accepted as training hours collected towards the existing SFFMA Master Firefighter Certification Program. As a rule, a maximum of 40 hours from one single course can be counted on the application for Master Firefighter. The Fire Chief Development Program is currently broken into five (5) separate weekends of instruction, with each receiving a certificate of completion. It is my recommendation to the SFFMA Certification Board at all five certificates be counted or the course completion be honored in its entirety.

Finally, the SFFMA Certification Board possesses the authority of creating a new category of certifications for SFFMA specific program instruction. This category will not follow the NFPA compliancy requirement enacted by the Executive Board; however, it will validate the programs being offered by SFFMA.

### Class Recommendations for the future of the Fire Chief Development Program

In class, the following items were discussed as improvements to the curriculum for future delivery of the Fire Chief Development Program:

- Personal Liability Insurance for Chiefs
- Billing side of things - cost recovery / legal aspects
- Cost recovery / fire recovery
- ISO - forms (handouts)
- Fire codes within ESD establishing fire codes
- Transition from non-ESD to ESD department



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- Transition from VFD to Combo
- Checklist minimum policies & procedures
- Rules on part-time / FLSA rules (paying vol. ff)
- Command of Scene - Chief Officer
- Tactical worksheets / Size-Up / IAPs
- TDSHS FRO program
- Worker's Comp Process
- SFFMA Training Program and How to Manage Training Programs
- Legislative Climate - Update, etc.
- Networking / Continuing Education
  - Reunion dinner at conference (Alumni Association)
  - Ensure credit for TCFP CE - for fire chiefs / dept heads, marketing accordingly
  - SFFMA cert classes - Weekend
  - Fire Chief Bulletin Board
- Development of a Training Officer Development Program

### Conclusion

Overall the Fire Chief Development Program is an extremely valuable program intended to remain relevant to industry topic and educational opportunities. While this program fails to align with a NFPA standard, the content is highly valuable. I look forward to the future continuation of this program and its ability to morph into a current and relevant topic of instruction.

Assessment respectfully submitted:



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Chairman - Texas EMS Board (TEMSB) - Division of SFFMA  
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