

FIRE CHIEF

Career Development Guide

accredited by



for the

CALIFORNIA FIRE SERVICE
TRAINING AND EDUCATION SYSTEM

First Edition, July 1998

STATE OF CALIFORNIA
Office of the State Fire Marshal
Fire Chief Career Development Guide

The Fire Chief Career Development Guide has been developed as part of the process for fire chief certification for the State of California. It is inclusive of research that has been conducted throughout the State and reflects the requirements set forth in Chapter 5 of the NFPA Pamphlet 1021 criteria of fire officers. The primary basis of the document is Categories, Criterion, and Performance Indicators found in the self-assessment manual created by the Commission on Fire Accreditation International (CFAI). The individual competency is the criterion and the performance statement reflects the performance indicators for that criterion.

GIVEN:

The given portion of the guide identifies the methods by which the candidate for certification will demonstrate competency in each category. The methods are:

1. Validation of past performance in actual situations, supported by documentation and/or written testimony by individuals involved.
2. Assessment or analysis of the individual's agency at the time of the portfolio development process. This would involve the candidate being given a problem relative to fire service administration and his/her application and analysis of that problem as it relates to his/her own agency.
3. Written response to questionnaires developed by the peer assessor relative to fire service administration in general.
4. Interactive participation in typical assessment center exercises, designed to give the candidate an opportunity to demonstrate skills and abilities relative to the given competency. These interactive exercises will be video taped for review by the members of the Board of Review.

PERFORMANCE:

As stated earlier, the performance required is a compilation of the performance indicators contained in each criterion in the CFAI self-assessment manual. Where appropriate, additions have been made to the performance area to reflect job analysis research and Chapter 5 of NFPA Pamphlet 1021.

STANDARD:

The Standard is a defense of the entire portfolio by a Board of Review. The responsibility of the Board of Review is to validate the entire portfolio of a candidate and validate the points given in each category on the Certification Sign-Off Sheet. Each competency is worth 25 points. There are competencies that require successful completion with an award of all 25 points, they are identified by an * at the end of the Competency statement. There are 950 total competency points available. There is an additional 500 points available from the application process relative to experience, education, involvement in professional organizations, involvement in training and education, and community involvement. A total of 1,000 points are required to gain certification.

LEARNING CONTENT

List of concepts, methods, and information relating to the respective competency.

LEARNING RESOURCE

List of classes, seminars, and educational opportunities that will prepare the candidate to perform successfully in the respective competency.

REFERENCE RESOURCE

List of texts, publications, and written materials relating to the respective competency.

COMPETENCY: Provide general policies to guide the agency.

CFAI: Category 1, Criterion 1a

NFPA: 1021, Chapter 5, Section 5-7

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure that the agency has been legally established.

Periodically review programs to ensure compliance with basic agency policies, and state and federal mandates.

Obtain approval of the administrative structure from the governing body.

Set policies to preclude staff in actions involving possible conflict of interest.

Establish a communication process between the governing body and the administrative structure of the agency.

Establish an organizational chart

Interpret authority of the branches of local, state, and federal governments serving the authority having jurisdiction

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: The California Legal System, The American Legal system, Creation of Legislation and Statutes, Common Law, Jurisdiction, Due Process, Negligence, Immunity, Civil and Criminal Law, Liability.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 4

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 1, Page 3, Chapter 2, Overview of the Fire Protection System, Page 30, Chapter 3, Organization and Management, Page 49

COMPETENCY: Establish an administrative structure for achievement of the agency's mission.

CFAI: Category 1, Criterion 1b

NFPA: 1021, Chapter 5, Section 5-5.8

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish an administrative structure.

Allocate of resources

Demonstrate compliance with legal requirements of local, state, and federal governments.

Define personnel functions, roles, and responsibilities.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Functions of Management, Leadership Activities, Components and Cycle of Management, Formal Theories of Formal and Informal Organizations, Organizational Principles.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 1

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 1, Page 3, Chapter 2, Overview of the Fire Protection System, Page 30, Chapter 3, Organization and Management, Page 49

COMPETENCY: Define and document characteristics of the community.

CFAI: Category 2, Criterion 2a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Identify agency boundaries and planning and response zones.

Identify demographics, such as population, land use, topography, climate, and occupancy groups.

Identify economic indicators used in the planning effort such as revenue sources, local economic factors, insurance evaluations, and assessed valuation.

Demonstrate the use of applicable codes, statutes, and regulations in the planning process.

Demonstrate the use of statistical data, including fire loss, injury and life loss, property loss, and other associated losses.

Utilize water supply information in relationship to risk management.

Assess fire protection suppression and detection systems in the planning process.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Insurance Grading, Community General Planning, Planning Methodologies, Demographics, Economics, Environment, Climate, Topography, Geography, Culture, Ethnic Influences.

LEARNING RESOURCE: Standards of Response Cover - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 5 & 24

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 4, Planning for Community Fire Protection, Page 77, Chapter 5, Evaluating Community Fire Protection, Page 100

COMPETENCY: Assess the nature and magnitude of fire hazards within a jurisdiction.

CFAI: Category 2, Criterion 2b

NFPA: 1021, Chapter 5, Section 5-5.6

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Analyze planning zones and fire risk factors to establish a standard of coverage.

Identify risk levels in each planning zone.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Use of Fire Management Areas, Collecting and Analyzing Data, Risk - Hazard - and Value - Assessment (RHAVE).

LEARNING RESOURCE: Standards of Response Cover - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 5 & 24

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 4, Planning for Community Fire Protection, Page 77, Chapter 5, Evaluating Community Fire Protection, Page 100

COMPETENCY: Assess the nature and magnitude of other hazards and risks within a jurisdiction.

CFAI: Category 2, Criterion 2c

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Analyze planning zones and non-fire risk factors.

Identify the frequency and probability of service demands, other than fire, in each planning zone.

Develop a strategy for addressing each type of non-fire risk(s) and service demand.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Use of Fire Management Areas, Collecting and Analyzing Data, Risk - Hazard - and Value - Assessment (RHAVE).

LEARNING RESOURCE: Standards of Response Cover - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 5 & 24

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 4, Planning for Community Fire Protection, Page 77, Chapter 5, Evaluating Community Fire Protection, Page 100

COMPETENCY: Create a "Strategic" or other form of long-term (3 to 5 years in the future) planning process.

CFAI: Category 2, Criterion 2d

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Write a master or strategic plan.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Change Process, Trends and Patterns

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 29

Urban Guide for Fire Prevention and Control Master Planning, NFPCA, Washington, D.C.

COMPETENCY: Develop organizational mission, general goals, and specific objectives.

CFAI: Category 3, Criterion 3a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Prepare goals to implement the agency's long-range plans.

Establish specific objectives to implement the agency's goals.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Guidelines for Improvement, Options and Alternatives, Alternative Delivery Systems, Incentives for Innovation, Barriers to Innovation

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 1

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 16, Managing Innovation, Page 405, Chapter 17, Alternative Delivery Systems, Page 418

Goal Setting in Local Government, MIS Report, Volume 21, Number 3, International City Management Association, Washington D.C.

COMPETENCY: Develop a management process for implementation of goals and objectives.

CFAI: Category 3, Criterion 3b

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Utilize management process to implement the agency's goals and objectives.

Incorporate goals and objectives into agency programs.

Obtain approval of goals and objectives from the governing body.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Motivational Theory, Situational - Contingency and Path Goal approaches, Evaluation - Appraisal - and Team Building Methods, Creating an Environment for Innovation.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 1 & 6

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 16, Managing Innovation, Page 405, Chapter 17, Alternative Delivery Systems, Page 418

Goal Setting in Local Government, MIS Report, Volume 21, Number 3, International City Management Association, Washington D.C.

COMPETENCY: Assess, measure, and evaluate the attainment of specific objectives and overall system performance.

CFAI: Category 3, Criterion 3c

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure that agency's title is consistent with its mission.

Ensure that published materials accurately portray the agency in context.

Ensure that programs and services are consistent with the agency's legal authority.

Ensure that agency goals and objectives are reviewed annually.

Utilize a method for assessing the achievement, quality, and need of each goal and objective.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Managing the Change Process, Total Quality Management

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 1 & 6

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 16, Managing Innovation, Page 405, Chapter 17, Alternative Delivery Systems, Page 418

Goal Setting in Local Government, MIS Report, Volume 21, Number 3, International City Management Association, Washington D.C.

COMPETENCY: Develop a financial resource allocation plan.

CFAI: Category 4, Criterion 4a

NFPA: 1021, Chapter 5, Sections 5-5.7, 5-6.1, 5-6.2, 5-6.3

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Solicit direction from the Governing body relative to budget and planning matters within their scope of services.

Comply with policies, guidelines and processes for developing the annual budget.

Collect input from appropriate sources in the budgetary process.

Ensure that financial planning addresses the strategic or master plan goals and objectives.

Ensure that the annual budget, short-range financial plans, and long range financial plans directly reflect agency plans and priorities.

Develop and maintain a five-year capital improvement plan that reflects organizational objectives.

Ensure that budgeted expenditures are in line with projected financial resources.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Managing Material Resources, Theory and Practice of Budgeting, Types of Budgets, Determining Costs, Preparing Budget Documents, Evaluating Revenues

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 3

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 8, Budgeting, Finance and Cost Containment, Page 194

Bailey, Larry P., **Comprehensive Governmental GAAP Guide**, Harcourt Brace Jovanovich, Inc, 1986

Using Graphs to Present Financial Information, MIS Report, Vol. 21, Number 2, International City Management Association, Washington, D.C., February 1989.

COMPETENCY: Provide budget, controls, proper recording, reporting and auditing procedures.

CFAI: Category 4, Criterion 4b

NFPA: 1021, Chapter 5, Sections 5-6.4,

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Adhere to generally accepted accounting practices for budgeting and accounting.

Define financial administration with specific assignments of responsibilities.

Project operating deficits and develop a plan to rectify it.

Periodically review financial reports.

Conduct independent financial audits that identify deficiencies and plans made to resolve them.

Develop policies and programs on financial risk management that protect the agency and its assets.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Governmental Accounting, Auditing, Budget Controls,

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 3

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 8, Budgeting, Finance and Cost Containment, Page 194

Bailey, Larry P., **Comprehensive Governmental GAAP Guide**, Harcourt Brace Jovanovich, Inc, 1986

Using Graphs to Present Financial Information, MIS Report, Vol. 21, Number 2, International City Management Association, Washington, D.C., February 1989.

COMPETENCY: Allocate resources to support organizational mission.

CFAI: Category 4, Criterion 4c

NFPA: 1021, Chapter 5, Section 5-5.6b & c

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure that programs and activities are based on current and anticipated revenues.

Develop plans for the payment of long-term liabilities and debts.

Project future maintenance costs develop plans to fund them.

Limit the use one time funding sources to cover on-going costs.

Develop contingency funds and anticipate budgetary restrictions.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Cost Pressures and Cost Containment, Managing Material Resources, Capital Improvement and Outlay Plans, Fire Station Location Study, Equipment Amortization Plans.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 3

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 8, Budgeting, Finance and Cost Containment, Page 194

Using Graphs to Present Financial Information, MIS Report, Vol. 21, Number 2, International City Management Association, Washington, D.C., February 1989.

COMPETENCY: Ensure General Program Administration Guidelines.

CFAI: Category 5, Criterion 5a-f

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure staffing levels meet the agency's identified program goals and objectives.

Ensure equipment inventory meets the needs of the agency's objectives identified program goals and objectives.

Ensure adequate supplies and materials to achieve operational needs.

Establish standard operating policy and procedure manual that address identified program goals and objectives.

Ensure the existence of an information system to record activities and transactions and to determine the effectiveness of the agency's identified programs.

Conduct periodic appraisals to determine identified program stated goals and objectives.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Comprehensive Governmental GAAP Guide

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 1 & 3

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 8, Budgeting, Finance and Cost Containment, Page 194

Bailey, Larry P., **Comprehensive Governmental GAAP Guide**, Harcourt Brace Jovanovich, Inc, 1986

COMPETENCY: Develop fire suppression program.

CFAI: Category 5, Criterion 5a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure equipment deployment objectives meet the agency's "standard of cover."

Ensure utilization of a standardized incident commend system.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Staffing and Deployment, Incident Command Systems, Standard Emergency Management System, Program Management, Management Systems, Performance Measurement.

LEARNING RESOURCE: Fire Command Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 11, 12, 14, 15, 17, 18, 20, 21, 23

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 10, Program Management, Page 243.

COMPETENCY: Develop fire prevention program that encompasses life safety, risk reduction, and investigation of fire cause and origin.

CFAI: Category 5, Criterion 5b & c

NFPA: 1021, Chapter 5, Section 5-5.1

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Adopt and utilize a fire prevention code.

Design a code enforcement program to ensure compliance with workload.

Institute a plan check system to ensure buildings are built in accordance with adopted codes and ordinances.

Establish methods and procedures to investigate the cause and origin of all reported fires.

Solicit agreements and support from other agencies to aid in fire investigation activities.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Codes and Standards, Model Codes, Record Keeping, Inspection and Plan Checking Process, Application and Interpretation of Codes, Built-in Fire Protection Systems, Resolving Disputes, Legal Aspects, Adoption and Modification of Ordinances.

LEARNING RESOURCE: Fire Prevention Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 25, 26, 28

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 15, Comprehensive Fire Prevention and Code Enforcement, Page 379

COMPETENCY: Develop a public education program.

CFAI: Category 5, Criterion 5d

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure a public education program that includes individual, business and community participation.

Ensure that public education programs are targeted toward specific audiences based on program analysis.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Dealing with Attitudes, Communication Skills, Use of Five Step Planning Process, Audience Targeting.

LEARNING RESOURCE: Public Education Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 27

COMPETENCY: Develop a hazardous materials program.

CFAI: Category 5, Criterion 5e

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure a hazardous materials program in compliance with federal, state, and local laws and regulations.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Legislative, Regulatory, and Consensus Standards; Hazard Analysis; Incident Management; Site Management and Control; Contamination and Personnel Safety; Record Keeping Requirements.

LEARNING RESOURCE: Hazardous Materials Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 19

COMPETENCY: Develop an emergency medical services Program.

CFAI: Category 5, Criterion 5f

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure an emergency medical services program in compliance with federal, state, and local laws and regulations.

Ensure the maintenance of a patient care record or each patient contacted by the EMS System.

Ensure an independent review of patient care records.

Ensure that On-line and off-line medical control is available to the agency.

Ensure a quality assurance program.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Organizational Responsibility, Planning for EMS, Legislature and Statutes Affecting EMS, Alternative Operational Profiles, EMS Membership Programs, Functions of a Comprehensive EMS System.

LEARNING RESOURCE: Emergency Medical Management - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 23

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 14, Emergency Medical and Rescue Services, Page 347

Newkirk, William L. & Linden, Richard P. **Managing Emergency Medical Services: Principles & Practices**, Prentice Hall. Reston, Virginia 22090.

COMPETENCY: Develop a disaster preparedness program plan.

CFAI: Category 5, Criterion 5g

NFPA: 1021, Chapter 5, Sections 5-10.1 through 5-10.8

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish a published disaster plan that defines roles and responsibilities.

Ensure an organization structure that identifies and authorizes the implementation of pre-arranged functions and duties.

Ensure that the organizations operational methods comply with SEMS.

Identify needed outside agency support.

Operationally test and evaluate the disaster plan periodically.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Role of the Fire Service; Evolution of Federal Emergency Management Policy; Integrated Emergency Management System; Preparedness - Emergency Management Planning; Emergency Operations Centers; Roles of Local, State and Federal Emergency Management Agencies.

LEARNING RESOURCE: Fire Command Series - State Fire Academy; California Specialized Training Institute

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 22

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 13, Emergency Management, Page 319

COMPETENCY: Provide a program for the identification and maintenance of fixed facility resources.

CFAI: Category 6, Criterion 6a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Allocate space for agency functions.

Ensure that maintenance is conducted routinely on buildings and grounds.

Distribute physical facilities in accordance with stated service level objectives and standards of cover.

Ensure that facilities comply with Federal, State and local regulations.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Layout of Facilities; State, Federal, and Local Regulations; Maintenance Cycles.

LEARNING RESOURCE: Fire Mechanic Series - State Fire Academy; State Associations of Fire Equipment Research

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 14

COMPETENCY: Develop a program that provides for the purchase of apparatus.

CFAI: Category 6, Criterion 6b

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Locate apparatus to accomplish the stated standards of cover and service level objectives.

Design apparatus for the functions served.

Develop a replacement schedule for apparatus and other tools and equipment.

Ensure written apparatus replacement specifications.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: NFPA Standards; Safety Concerns; Bid Preparation, Specification Development

LEARNING RESOURCE: Fire Mechanic Series - State Fire Academy; State Associations of Fire Equipment Research

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 11 & 12

COMPETENCY: Develop a program of inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus.

CFAI: Category 6, Criterion 6c

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish an apparatus maintenance program.

Provide a maintenance and repair facility.

Ensure the inspection, testing, fueling, preventive maintenance, and emergency repair for all fire apparatus and equipment.

Provide trained and certified maintenance personnel.

Develop standard procedures and methods for the apparatus maintenance program.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: NFPA Standards; Maintenance Schedules; Maintenance Personnel Certification; Warranty and Follow-up Services; Contract Services.

LEARNING RESOURCE: Fire Mechanic Series - State Fire Academy; State Associations of Fire Equipment Research

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 11 & 12

COMPETENCY: Develop a program for the acquisition and maintenance of tools and equipment.

CFAI: Category 6, Criterion 6d

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure distribution of tools and equipment.

Ensure a replacement program for tools and equipment.

Provide trained and certified maintenance personnel.

Provide an inventory control system.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: NFPA Standards; Maintenance Schedules; Maintenance Personnel Certification; Warranty and Follow-up Services; Contract Services.

LEARNING RESOURCE: Fire Mechanic Series - State Fire Academy; State Association of Fire Equipment Research

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 11 & 12

COMPETENCY: Develop a program for the acquisition and maintenance of safety equipment.

CFAI: Category 6, Criterion 6e

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Identify and distribute safety equipment.

Distribute safety equipment relative to the functions performed.

Budget, and schedule replacement of safety equipment.

Provide qualified personnel to conduct maintenance on all safety equipment.

Provide an inventory control system.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: NFPA Standards; Maintenance Schedules; Maintenance Personnel Certification; Warranty and Follow-up Services; Contract Services.

LEARNING RESOURCE: State Associations of Fire Equipment Research

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 8 & 13

COMPETENCY: Develop general personnel administration practices consistent with local, state, and federal statutory and regulatory requirements.

CFAI: Category 7, Criterion 7a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure the designation of a personnel manager and staffing.

Ensure administrative policies and practices for personnel administration based on local, state, and federal requirements.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: State and Federal Legislation and Statutes; Organizing for Personnel Management; Human Resource Planning.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: California Code of Regulations, Barclays Law Publishers, South San Francisco - Title 8. Industrial Relations, Division 3. Public Employment Relations Board, Vol. 11

Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 7

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 7, Resource Management, Page 167, Chapter 11, Personnel Management, Page 259, Chapter 12, Labor Management Relations, Page 277, Chapter 18, Training and Professional Development, Page 445, Chapter 19, The Future of the Fire Service, Page 468

COMPETENCY: Develop a program that attracts and retains qualified personnel.

CFAI: Category 7, Criterion 7b

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish a program that attracts and retains personnel that meet the stated goals and objectives.

Establish a mechanism for identifying and announcing entry level and promotional positions.

Ensure that the recruiting, promotion, and selection process complies with local, state, and federal equal opportunity and discrimination statutes.

Ensure that personnel recruited, appointed, and/or transferred, meet stated qualifications for the position.

Ensure that screening and qualifying devices meet legal tests.

Ensure that the testing processes used for initial selection and promotion are job related.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Position Classification and Job Analysis; Equal Opportunity and Affirmative Action; Hiring Procedures; Recruiting Practices; Selection and Testing.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 7

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 7, Resource Management, Page 167, Chapter 11, Personnel Management, Page 259, Chapter 12, Labor Management Relations, Page 277, Chapter 18, Training and Professional Development, Page 445, Chapter 19, The Future of the Fire Service, Page 468

EEO and Affirmative Action Resource Manual for the Chief Fire Executive, IAFC, Fairfax, VA, 1993

COMPETENCY: Develop personnel policies and procedures guiding both administrative and personnel behavior.

CFAI: Category 7, Criterion 7c

NFPA: 1021, Chapter 5, Section 5-2, Section 5-5.5

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure distribution of all organizational mission, goals, and objectives to all members of the agency.

Ensure that all personnel rules are communicated to all personnel.

Establish and administer a disciplinary system and grievance procedure that addresses: (1) methods by which the officer can detect and analyze the cause of grievances; (2) methods by which the officer establishes an equitable grievance procedure; and, (3) methods by which the officer adjusts and handles grievances.

Establish and communicate to all employees an agency policy defining and prohibiting sexual, racial, disability etc., harassment.

Establish and administer a personnel appraisal program.

Establish and publish an internal ethics and conflict of interest policy.

Establish an employee assistance program.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Collective Bargaining in the Public Sector; Performance Appraisal Process; Handling Complaints and Grievances; Employee Discipline.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 7

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 7, Resource Management, Page 167, Chapter 11, Personnel Management, Page 259, Chapter 12, Labor Management Relations, Page 277, Chapter 18, Training and Professional Development, Page 445, Chapter 19, The Future of the Fire Service, Page 468

COMPETENCY: Create a program that ensures the development and utilization of human resources.

CFAI: Category 7, Criterion 7d

NFPA: 1021, Chapter 5, Section 5-5.2 & 5-5.3

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish written job descriptions for all positions.

Establish a process by which the organization and jobs are audited and modified as needed.

Maintain a current list of the special knowledge, skills, and abilities (KSAs) of each employee.

Establish a program that encourages employee input.

Establish a career development program.

Establish a health/physical fitness program.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Development of a Career Development Guide, Job Auditing, Physical Fitness Programs, and Developing Job Descriptions.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 7

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 7, Resource Management, Page 167, Chapter 11, Personnel Management, Page 259, Chapter 12, Labor Management Relations, Page 277, Chapter 18, Training and Professional Development, Page 445, Chapter 19, The Future of the Fire Service, Page 468

COMPETENCY: Establish practices that provide for a system of employer/employee relations.

CFAI: Category 7, Criterion 7e

NFPA: 1021, Chapter 5, Section 5-5.4

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish and publish a rate of pay and compensation schedule.

Define, document and publish member benefits.

Evaluate an incentive program to stimulate individual and group initiative.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Benefits Administration, Reasonable Accommodations, Pensions, and Subsidized Educational Programs.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: California Code of Regulations, Barclays Law Publishers, South San Francisco - Title 8. Industrial Relations, Division 3. Public Employment Relations Board, Vol. 11

Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 7 & 24

Coleman, Ronny J., Granito, John A., Managing Fire Services, ICMA, 1988, Chapter 7, Resource Management, Page 167, Chapter 11, Personnel Management, Page 259, Chapter 12, Labor Management Relations, Page 277, Chapter 18, Training and Professional Development, Page 445, Chapter 19, The Future of the Fire Service, Page 468

COMPETENCY: Develop a risk management program.

CFAI: Category 7, Criterion 7e

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Identify a specific person or persons responsible for implementing the Risk Management program.

Establish a system for identifying and evaluating workplace hazards.

Establish methods and procedures for correcting unsafe or unhealthy conditions.

Establish an occupational health and safety training program.

Establish a system for communicating with employees on occupational health and safety matters.

Establish a management information system that supports the Risk Management program.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Occupational Safety and Health Administration (OSHA) Standards; Assessment of Risk; Assessment of Alternatives; Local, State and Federal Legislation and Regulation.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Jenaway, William, Fire Department Loss Control, International Society of Fire Service Instructors, 1987

COMPETENCY: Develop a training and education program.

CFAI: Category 8, Criterion 8a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Identify training needs.

Ensure that the training program is consistent with the agency's mission statement.

Ensure that the training program is consistent with legal requirements.

Identify minimum levels of training required for all positions in the organization.

Establish a command and staff development program.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Professional Qualifications and Certification; Departmental Training; State Training and Educational Systems; Professionalism; Apprenticeships Programs; Needs Assessment.

LEARNING RESOURCE: Fire Instructor Series - State Fire Academy; Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 9 & 10

COMPETENCY: Develop training and education resources including staffing, facilities, equipment and training aids.

CFAI: Category 8, Criterion 8b

NFPA: 1021, Chapter 5, Section 5-5.9

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Ensure that personnel are appropriately trained.

Establish both short and long-range training schedules.

Establish performance based measurements.

Evaluate individual, company, and multi-company performance utilizing performance-based measurements.

Establish a training record system that provides for analysis of training needs.

Maintain individual training records.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Administration of a Training Program; Use of Audio-Visual Equipment; Multi-Media Resources; Training Facilities; Local, State and National Training Organizations; Management Information Systems for Training; Physical Facilities; Training Props.

LEARNING RESOURCE: Fire Instructor Series - State Fire Academy; Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 9 & 10

COMPETENCY: Develop a program that ensures and maintains a water supply system for all areas of the jurisdiction.

CFAI: Category 9, Criterion 9a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish minimum fire flow requirements and total water supply needed.

Ensure the existence of an adequate and reliable water supply.

Calculate fire flow requirements for proposed projects.

Establish regular contact with the managers of public and private water systems.

Maintain current water supply and hydrant maps.

Develop plans for alternate sources of water supply.

Develop standard operation procedures outlining utilization of available water supply.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Fire Flow Requirements; Water Supply Testing; Water System Adequacy and Reliability; Water Sources; Water Distribution Systems; Hydrant Maintenance; Alternative Water Supplies.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 16

Water Supplies for the Fire Service, International Fire Service Training Association, Stillwater Oklahoma

COMPETENCY: Develop a program that ensures and maintains an emergency communications system.

CFAI: Category 9, Criterion 9b

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish a system that ensures communication with systems in the field.

Ensure that the emergency communication system is capable of receiving automatic and manual early warning and emergency reporting signals.

Ensure that the agency's communication center is adequately equipped and designed.

Provide for an uninterrupted electrical power supply for the communications center.

Establish standard operating procedures and methods for services provided by the communications center.

Provide supervised and trained dispatchers.

Establish a maintenance program with regularly scheduled system tests in place.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Physical Facilities Considerations, Dispatching Methods, Radio Communications Equipment and Systems, Licensing Coordination, Communication Center Management, Qualifications and Certifications of Communications Personnel, Types of Communication Systems, and Configuration of Communication Systems.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 15

COMPETENCY: Develop a program that ensures and maintains an administrative support service component of the organization.

CFAI: Category 9, Criterion 9c

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Establish an administrative support process commensurate with the size, function, complexity, and mission of the organization.

Develop a management process, for organizational and procedural analysis.

Establish a management support service system responsive to the process and agency needs identified in Category VII.

Ensure proper staffing of administrative services functions and activities.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Office Functions, Office Layout, Work Space Design, Records Management, Information Technologies, Types of Information Management Systems, Data Collection and Analysis, and the California Fire Incident Reporting System.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 2

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 6, Management Information systems and Data Analysis, Page 129

Schaenman, Philip, Swartz. J., **Measuring Fire Protection Productivity in Local Government**, National Fire Protection Assoc., Boston, MA, 1974

Schaenman, Philip, Hall, J., Schainblatt, A., Swartz. J., Karter, M., **Procedures for Improving the Measurement of Local Fire Protection Effectiveness**, National Fire Protection Assoc. Boston, MA, 1977

COMPETENCY: Develop the agency's master or strategic plan such that it encompasses external agency operational systems.

CFAI: Category 10, Criterion 10a

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Define the relationships and strategies of how external agency systems affect the mission organization.

Establish a process for inter-agency policy development, revision, and the implementation of agreements.

Develop system organizational charts, policy statements, and functional activity descriptions.

Establish a conflict resolution policy between the organization and external agencies with which it has a defined relationship.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Fundamental Obligations and the California Emergency Services Act.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 1

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 9, Legal Aspects of Fire Department Management, Page 222

COMPETENCY: Develop a program that ensures a functioning automatic and/or mutual aid system.

CFAI: Category 10, Criterion 10b

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Identify and maintain automatic and/or mutual aid agreements commensurate organizational objectives.

Established a process by which these agreements are managed, reviewed, and revised.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: California Master Mutual Aid Plan

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 24

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 9, Legal Aspects of Fire Department Management, Page 222

COMPETENCY: Develop external agreements with respect to operational and cost considerations of all functional mission responsibilities.

CFAI: Category 10, Criterion 10c

NFPA:

LEVEL: 3

PERFORMANCE GOAL:

CONDITION: Past performance and experience, supported by documentation; or written exercise requiring the candidate to assess his/her own agency; or simulated exercise.

BEHAVIOR: Research, analyze, and consider other functional agreements.

Established a process by which these agreements are managed, reviewed, and revised.

MEASUREMENT STANDARD: Completion and award of up to 25 points by the Board of Review.

LEARNING CONTENT: Functional Consolidation of Resources.

LEARNING RESOURCE: Fire Management Series - State Fire Academy

REFERENCE RESOURCE: Fire Chief Handbook, Fifth Edition, Fire Engineering Books and Videos, Penwell Publishing, New York, NY, 1995 - Chapter 24

Coleman, Ronny J., Granito, John A., **Managing Fire Services**, ICMA, 1988, Chapter 9, Legal Aspects of Fire Department Management, Page 222