Oregon Fire Chiefs’ Association
Chief’s Toolbox

Module 2 –
Governance – Expectations –
Current Assessment

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Objectives

- Purpose & Format of Chief’s Toolbox
- Understand the various ways local fire protection can be organized & Governed
- Identify roles, responsibilities, and Authorities in managing the fire department
  - Governing Body
  - Fire Chief
- Identify how risk/capability assessment is beneficial
Chief’s Toolbox

Nine Modules

1. Chief’s Concerns
2. Governance – Expectations – Assessment
3. Legal Aspects
4. Planning & decision Making
5. Finances
6. Recruitment & Retention
7. Managing People
8. Training – Education – Professional Development
9. Public relations
Toolbox Program Scope

The essential value of the Toolbox program is that it opens the door to understanding basic elements of the business of leading a fire department. The program is designed to increase opportunities for participants to achieve successful outcomes.
Toolbox Program Value

- As a solid set of practical tools for Chiefs who are already in the position
- As a preparatory program leading toward advanced educational experiences
- As a “Best Practice” educational forum for members of governing bodies
- As an internal advancement & officer development tool
- As an identifier of common issues in the fire service
Governance

- The act or process of governing – authoritative direction or control
- The office, authority, or function of governing
- The continuous exercise of authority over and the performance of functions for a political unit
Forms of Fire Department Governance

- Fire Department – City Government
  - Authorized by Charter or Ordinance
- Fire District – Local Government
  - Authorized by statute – ORS 478
- Private Fire Service – Corporate
- Non-Profit Organization--Association
Governance - Governing Body Responsibilities

- Adopting a statement of purpose & policies
- Determining types and levels of service
- Establishing the area to be served
- Selecting and appointing a Fire Chief
- Delegating authority to the Fire Chief
- Providing necessary funds
Governance - Governing Body Responsibilities (cont.)

- Providing for personnel
- Providing for facilities
- Monitoring achievement of goals
- Approving administrative structure of organization
- Reflection of the public’s interest
- Policy-making function
Governance - Administration

- Carry out policy
- Advise Governing Body
- Direct day-to-day operations
- Plan for future
Expectations

- ORS 478.260
  - Board hires the Chief
  - Delegates responsibilities to the Chief
- Input from volunteer staff
- Input from career staff
- Input from community
Expectations

- Job Description
- Application Qualifications
  - Education
  - Experience
- Testing process
- Contract
Expectations – Roles of the CEO

- Representative of the Organization
- Information to the Board & Personnel
- Operational & Administrative Decision-maker
- Monitor Operations & Decisions
- Communicator – Written & Oral
Representative/Information Role

- Bridge between Community & Fire Dept.
  - Inform governing body of political climate
  - Be active on committees, task forces, etc.
  - Inform governing body regarding challenges
  - Explore/anticipate effects of policy changes

- Ambassador
  - Develop & maintain visible presence
  - Make consistent efforts to bridge turf issues
Representative/Information Role (cont.)

- Develop GOOD relations with governing body
- Network with other Chiefs
  - Share successes
  - Share failures
  - Share management strategies
Monitor/Decision-maker Role

- Allocate equipment & Materials
- Direct personnel
- Direct operations
  - Emergency
  - Non-emergency
- Monitor productivity
  - Maximize resource utilization
  - Use inventory & Management systems
Monitor/Decision-maker Role (cont.)

- Control costs
- Develop and employ quality standards
- Ensure training
  - Realistic
  - Reliable
  - Verifiable
- Initiate new ideas
- Plan for future events
Communicator Role

- Maintain a system of communication
- Articulate consistent long & short-term goals
- Maintain GOOD relations
  - Volunteers
  - Employees
  - Governing body
  - Community
Communicator Role (cont.)

- Emphasize customer service approach
- Use a collaborative, participatory management style
Current Assessment

- Internal Health
  - Conflict management plan

- External
  - Community Expectations
  - Risk analysis

- System
  - Outside Agencies
  - Self Assessment
Current Assessment - Internal

- Conflict Management Plan
  - Identify conflicts
  - Identify desired results
  - Develop strategies
  - Develop accountability system
  - Gain commitment
Current Assessment - External

- Community expectations
- Results oriented business
- Demographics
  - Size
  - Density
  - Distribution
  - Vital statistics
Current Assessment - External

- Risk Analysis
  - Effort : Service Ratio

- Factors
  - Nature of area
  - Construction types
  - Nature of transportation routes & materials
  - Community structures
  - Commercial/Industrial structures
Current Assessment – External Risk Analysis

- Community Uniqueness
  - Industrial Complexes/Corporate HQ
    - Key to regional financial stability
  - Historic Landmarks
  - Destination Tourist Attractions
  - Education Facilities
  - Entertainment Complexes
  - Government Facilities
Current Assessment – Risk Analysis

- Review loss data
  - Examine 3 or more years
- Incorporate organizational capabilities into loss data
- Look at uncontrollable factors
System Assessment

- Insurance Services Office - ISO
- OR-OSHA
- Self Assessment
System Assessment - ISO

- Measures fire department’s ability to address major urban conflagrations
- Not a total service delivery evaluation tool
System Assessment
OR-OSHA

- Organization
- Emergency Operations
- Risk Management Planning
- Facility Safety
- Training & Education
- Medical & Physical Requirements
- Vehicles & Equipment
- Web Site - www.cbs.state.or.us/osha
System Assessment - Self

- A Planning Tool
- Accreditation – CFAI
- Oregon Deployment Process
System Assessment – Self Planning Tool

- Organizational Chart
- Stations
- Personnel
- Apparatus
- Tools & Equipment
- Water Supply
- Communication System
System Assessment – Self Planning Tool (cont.)

- Mutual/Automatic Aid
- Support Systems
- Command System
System Assessment – Accreditation

- Governance & Administration
- Assessment & Planning
- Goals & Objectives
- Financial Resources
- Programs
- Physical Resources
- Human Resources
System Assessment – Accreditation

- Training & Competency
- Essential Resources
- External Systems Relations
System Assessment – Oregon Deployment Process

- An assessment tool created by and for the Oregon Fire Service.
- Provides methodology the develop a standard of coverage that is necessary to address specific risks.
System Assessment – Oregon Deployment Process-Elements

- Organizational Statement
- Service Level Objectives
- Standards of Coverage
- Staffing
System Assessment – Oregon Deployment Process

- Overview & Legal Jurisdiction.
- Mission, Goals & Objectives
- Risk Assessment
- Time & On-Scene Performance
- On-Scene Operations, Critical Tasks, and Establishing an Effective Response Force
System Assessment – Oregon Deployment Process

- Distribution of Resources
- Concentration
- Response Reliability
Conclusion

As the Fire Chief we wear many hats:

- Risk Manager
- Ambassador
- Counselor
- Strategist
- Laborer
- Swami