Running Head: FIRE DEPARTMENT ADMINISTRATIVE DUTIES

Administrative Roles in the Longview Fire Department in a Recessed Economy

Phillip J. Jurmu

Longview Fire Department, Longview, Washington

CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is

set forth, quotation marks so indicate, and that appropriate credit is given where I have used the

language, ideas, expressions, or writings of another.

Signed: _____

Abstract

This applied research project explored the elements and the critical needs of an effective administration in an organization. The problem was that the City of Longview had eliminated a key administrative/operations chief officer position. The plan to eliminate the administrative/operations chief officer position does not account for the duties assigned to the position. The purpose of this applied research project was to describe the effect that incompletion of currently assigned administrative duties has on the Longview Fire Department.

A descriptive research methodology was used to answer the following questions, (a) what administrative duties are assigned to chief officers?, (b) of the assigned administrative duties, what is the hierarchical priority for completion of those duties?, (c) what effect does the lack of completion of these duties have on the organization?, (d) what are the essential priorities of administrative tasks in organizational theory?

Procedures used for this project included interviewing the Longview City Manager and Fire Chief. A questionnaire was developed and distributed to department chief officers and review of published works centered on leadership and attributes/elements of effective management were examined.

This project revealed that the administrative function of the Longview Fire Department is staffed minimally but with some adjustments the critical elements could be addressed and an effective organization could be restored.

Table of Contents

Table of Figures

Administrative Roles in the Longview Fire Department in a Recessed Economy

Introduction

Voter dissatisfaction with government in general and in its response to the recent economic doldrums has increased the pressure on all levels of government to maximize revenues that are generated through typical government funding (Nye, 1999). The City of Longview has also experienced these challenges and over the last five years has implemented balanced budgets through budget reductions, program cuts and employee furloughs and layoffs, in response to the to the decreased levels of revenue (Gregory R. , 2010).

One of the measures implemented to balance the current biennial budget for the Longview Fire Department was the decision not to fill an operations battalion chief position that was vacated due to a retirement. Operationally the fire department was not in a position to function without this position filled so it was decided that the reassignment of the Administrative Battalion Chief to the vacant shift battalion chief position, which necessitated the need to study the short and long-term effects of this decision.

The problem that continues is that the City of Longview has eliminated a key administrative/operations chief officer position. The plan to eliminate the administrative/operations chief officer position was a decision that was made without fully accounting for the duties assigned to the position.

The purpose of this applied research project is to describe the effect reassignment or elimination of currently assigned administrative duties has on the Longview Fire Department. The author will use descriptive research for this applied research project. The research will be conducted using internal questionnaires of the fire chief and shift officers of the Longview Fire Department. A process where key stakeholders of the organization indentified vital projects,

duties and functions, without author subjectivity that might influence responses, are adhered to, to ensure that stakeholders would not be influenced by preconceived opinions of the researcher. In addition, an interview of the Longview City Manager was conducted.

The author will use descriptive research to answer the following questions; (a) What administrative duties are assigned to chief officers?, (b) of the assigned administrative duties, what is the hierarchical priority for completion of those duties?, (c) what effect does the elimination of these duties have on the organization?, (d) can the duties be reassigned or redistributed to other members of the organization?, (e) what are the essential priorities of administrative tasks in organizational theory?

<div style="text-align:center">Background and Significance</div>

The Longview Fire Department has long been managed by at least a fire chief and an assistant. In addition, the fire department has employed a fire marshal since 1972. Since that time, until November of 2010, the administration of the fire department was maintained at a minimum of these three positions but periodically an increase of staffing in the fire prevention bureau was realized. The typical duties and assignments of these three personnel has been managing fire protection systems, fire suppression companies, developing improved service delivery models, command and control of fire and rescue incidents, program management of fire and injury prevention and emergency preparedness initiatives.

The basic functions of management are addressed in many management textbooks and for many of the authors of these texts an acronym of POSDORB was recognized as the essential elements of effective management. This acronym stands for planning, organizing, staffing, directing, coordination, overseeing, recruiting and budgeting (Coleman, 2003). Coleman further suggests that these elements can be combined and organized with simple series of activities;

planning, structuring, direction, conducting programs, coordinating and evaluating (Coleman, 2003). One of the most controversial issues in the fire service is staffing levels of an organization. However, required staffing levels become apparent after decisions have been made as to what needs to be or is expected to be done. Establishing what needs to be done is a matter of prioritization and not necessarily workload (Coleman, 2003, p. 8). Ultimately prioritization of what needs to be done falls back to what the community expectations are. Coleman states that there are three outcomes that may be realized. First, an organization will complete all that is expected because staffing levels are sufficient. The second thought is that an organization may not reach organizational goals, even though the organization is doing all of the right things, because there is more activities to do then staffing levels allow. Lastly, an organization may not achieve its goals because resources are focused in other areas (Coleman, 2003, p. 8).

This descriptive research project addresses the fifth strategy of the United States Fire Administrations (USFA) operational objectives, the USFA will respond to emergent issues (USFA, 2001). Over the last decade, across the United States, communities have struggled with addressing government programs and deliverables within the revenues that a community is able and willing to commit.

Evaluating staffing levels is an area that has been examined within the Longview Fire Department on a few occasions. Staffing analysis was completed for operational elements as well as for the prevention functions of the organization. In 2005, the Longview Fire Department Fire Marshal prepared a report that identified a set of comparable jurisdictions to Longview and how the comparable jurisdictions prevention bureaus were staffed. The following table shows that the prevention bureau is staffed at a significant level less than other comparable jurisdictions, although the program expectations are similar with all of the organizations. The

examination of this set of comparable jurisdictions shows that the average prevention bureau staffing level is 3.86 full time equivalent (FTE), compared to one FTE in the prevention bureau of the Longview Fire Department.

Prevention Staffing\Comparable Jurisdictions 2005

Jurisdiction	Fire Marshal	Assistant FM	Deputy FM	Fire Inspector	Public Educator	Company Inspections	C.D. Fire Inspector
Olympia	1	1		3		No	
Edmonds	1			1		No	
Lynwood	1			3	1	Yes	
Puyallup	1		2			No	1
Auburn	1	1	2		1	Yes	
Bremerton	1			2		No	
Mt Vernon	1			1	1	Yes	
Longview	1					Yes	

Reprinted from 2005 Longview Fire Department Fire Marshal Annual Report

During the biennial budget cycle of 2007-2008 a fire inspector position was budgeted for, funded and filled. However, during the subsequent biennial cycle, the position was vacated as City of Longview revenues decreased and the position was eliminated to assist in balancing the budget. The inspector position is still a position that is identified to be filled as soon as practicable (McDaniel, Fire Chief Longview Fire Department, 2010).

In 2005, the City of Longview and the International Association of Fire Fighters (IAFF) Local 828 came to an impasse during negotiations of a successor collective bargaining agreement. During the resulting mediation and arbitration hearings, the arbitrator for the case

identified comparable jurisdictions using a methodology based on jurisdictional population and

assessed valuation. The arbitrator selected comparables using 50% up and 50% down population

and assessed valuation criteria (PERC, 2005). The following table shows the comparable

jurisdictions, the assessed valuations and administrative staffing levels of each.

During 2008, the Longview Fire Department and Cowlitz 2 Fire & Rescue participated in

joint strategic planning. The planning was conducted under the direction and oversight of Peter

Moy, Principal, of FCS Group. The joint strategic planning indicated that the Longview Fire

Department (LFD) is operationally staffed by a lacking of 29 FTE's (Moy, 2009). Within this

strategic plan it was also illustrated that the organizations would better serve their respective

communities by cooperating in service delivery in operations, prevention and administration

(Moy, 2009).

Within the current framework of the LFD, the fire chief, shift battalion chiefs and the fire

marshal provide the administrative function that previously was the responsibility of the

Administrative Battalion Chief and Fire Chief. In order to clarify the administrative function

within the department a questionnaire was developed that was distributed to the staff officers of

the LFD. The current experience level of each administrator is identified in the following table.

Without exception, these people bring more experience from other agencies than from the LFD.

Current Administrative Positions and Experience

Position	LFD Experience	Total Experience	Other Agency Positions
Fire Chief	9	39	All Ranks
Fire Marshal	8	20	Deputy Marshal, Firefighter
Battalion Chief 1	7	30	All Ranks
Battalion Chief 2	9	30	Firefighter, Company Officer Fire Prevention Officer

The questionnaire allowed for some personal interpretation of the scope in which the questions were answered. Battalion Chief 1 (Taylor, 2011) felt that the questionnaire was developed as an overall review of organizational administration, while the Fire Marshal (Kambeitz, 2011) stated that he responded that these elements are not position specific, but are the overall responsibility of the Chief (Appendixes C,D). While the experience levels of each of the respondents are quite varied, their experiences are all public safety related and more specifically in code enforcement, fire prevention, fire/emergency medical service (EMS) administration and fire/EMS operations.

The following table illustrates nine key elements that were identified through the questionnaire attached as Appendix A. This list is scaled down from the original questionnaire as it highlights only nine elements. These nine elements are selected because they were selected as vital elements by at least three of the respondents.

Vital Elements of an Effective Organization

Fire Chief	Fire Marshal	Battalion Chief 1	Battalion Chief 2	Average	
1	3	1	4	2	Organizational planning
2	9	4		5	Internal Communications
4	7	7	5	6	Labor/management relations
3	9	8	dnr	7	External communications
6	4	15	dnr	8	Data analysis
9	11	dnr	6	9	Personnel relations
7	13	6	9	9	Personnel scheduling
dnr*	16	11	3	10	Training Management
5	12	14	dnr	10	Liaise with partnering agencies
10	14	dnr	11	12	Technology upgrades and management

*dnr-the respondent did not rank this category in the questionnaire

The respondents were asked to explain how these elements are effectively managed within an organization.

Organizational planning—the Fire Chief and Battalion Chief 1 indicated that this is the highest priority and "managed by leaders sharing visions for the organization with others to both solidify and gain buy-in of the vision as a valid and realistic goal, or to modify or reject" (McDaniel, Fire Chief, 2011) and that the "most strategic level items should rest with the CEO or a high level designee. As the strategic level moves downward, the planning can be delegated" (Taylor, 2011). Battalion Chief 2 indicated that this would be his fourth priority and summed it up with the idea that organizational planning is conducive to confidence building and he expressed that confidence building is an important element in supporting personnel (Smith, 2011). The Fire Marshal did not provide an explanation for each element, instead he mentioned that each element needs to be vetted for how it fits with the organizational mission and goals and that once it is deemed a critical element that adequate resources need to be provided to effectively manage the function (Kambeitz, 2011).

Internal Communications—the Fire Chief, Fire Marshal and Battalion Chief 1all indicated that internal communications are a critical element. Battalion Chief 2 did not indicate this element as being critical to the success of an effective organization. The Fire Chief indicated that this element is necessary to effectively communicate the broad goals of the fire the rest of the agencies personnel (McDaniel, Fire Chief, 2011). Battalion Chief 1 iterated the importance of the battalion chiefs, or shift officers, reinforcing the broad issues as communicated from the chief executive officer (CEO). He also indicates that it is important for the CEO to be visibly present on a fairly regular basis for informal communications (Taylor, 2011).

Labor/management relations were identified by all of the respondents as critical elements of the administrative function. The Fire Chief suggests the absence of the administrative battalion chief that this process will become more fractured. He feels that urgent matters will

have to be dealt with sooner by the Fire Chief when in the past urgent issues were dealt with directly by the administrative battalion chief. He feels that this may become a problem as he has benefited from the relationship forged between labor and the administrative battalion chief and as such issues have been kept to a minimum by having regular communications (McDaniel, Fire Chief, 2011). Battalion Chief 1 indicates that this is an area that should not be delegated and should always be taken care of by the CEO (Taylor, 2011). Battalion Chief 2 indicated that this was the fifth most important element of an effective organization and the Fire Marshal suggested it was the in the top third of the elements importance (Appendices C & E).

External communications collectively ranked as the fourth element to be considered in the administration of the department. External communications involve the communications with media, emergency service delivery partners and the like. The Fire Chief feels that he will assume this element as much as possible, even though some of this element was completed by the administrative battalion chief (McDaniel, Fire Chief, 2011). Battalion Chief 1 indicated much of the same however he added that the Public Information Officer function could be added and delegated as he feels that the value of this position is critical (Taylor, 2011). Battalion Chief 2 did not select this element as being a top priority and the Fire Marshal rated it near the middle of all of the administrative elements identified (Appendices C & E).

The Fire Chief and Fire Marshal both feel that data analysis is fairly important and Battalion Chief 1 suggest it is of lower importance and Battalion Chief 2 did not rate it as an important element (Appendices A-E). Battalion Chief 1 feels that it is important enough that he will consider completing some of the data analysis using internal designees on overtime. He states that quality data information assists in the trend analysis and allows for effective strategic adjustments (Taylor, 2011). Fire Chief McDaniel feels that the information feedback will be

less timely and the department will suffer by not having important data for urgent projects
(McDaniel, Fire Chief, 2011).

Personnel relations and scheduling are both elements that most selected as necessary but
they were typically near the middle of importance for the administrative function. All suggested
that this better fits with the shift officers and should be delegated as such (Appendices B-E).

The administrative element of technology equipment and upgrades is one of the elements
that can be taken care of by a contracted service according to McDaniel. He suggests that it
would be better taken care of by information technology (IT) professionals (McDaniel, Fire
Chief, 2011)

The following table reflects the attributes of an effective organization based on the
administrative questionnaire.

Attributes of an Effective Organization

Fire Chief	Fire Marshal	Battalion Chief 1	Battalion Chief 2	Average	
					Competent
4	1	3	1	2	Management
2	na	4	2	3	Caring leadership
3	3	1	5	3	Accountability
5	4	2	6	4	Decision making
9	2	5	na	5	Integrity

Fire Marshal Kambeitz indicated that all of the listed attributes are vital to an effective
organization but the ones selected are essential (2011). The researcher compiled the results of
the attributes of an effective organization and developed a scoring matrix which is included in
the previous table. This matrix suggests that the leadership of the LFD finds competent
management as the key to success. Greenleaf states that management is the "ability to state a
goal and reach it, through the efforts of other people, and satisfy those whose judgment one

respects, under condition of stress" (1996). McDaniel accepts the responsibility to ensure that the course of the organization is charted, "the ultimate responsibility for all functions lie with the fire chief, who must depend on a competent and productive staff and line personnel to carry out program assignments and tasks as best they can given time and scheduling limitations" (2011).

Caring leadership and competent management is identified, by LFD leadership, as being the top two necessary attributes of the LFD. Both of these concepts are incorporated in the concept of transformational leadership, a concept that is examined in all four sections of the National Fire Academy's Executive Fire Officer Program. In addition, it is studied in the eighth section of the final course, Executive Leadership (National Fire Academy, 2005). Within transformational leadership is incorporated the idea of integrity as well. Gardiner, author of chapter 10 in *Insights of Leadership,* expresses that the need for integrity is the catalyst for improved leadership (p. 120). He states, "The individual's ability to be sensitive to that (reaching deeply into oneself) becomes the key to the change of mankind." In addition Gardiner recalls Robert Fritz identified three areas that lead to human change; 1) a person goes through life taking the path of least resistance; 2) the underlying structure of our life determines the path of least resistance; and 3) we are capable of changing the fundamental underlying structure of our life (p. 121).

Bob Gregory is the City Manager for the City of Longview. He states in a personal interview (Gregory B. , 2011) that the essential qualities of a department head is that they have the technical knowledge of their department and that they are a team player, but the department head should account for their individual department first and then concern themselves with the needs of others. He believes that a department head is engaged and involved in the community through service clubs, leadership groups, community organizations and the like. Above all of

these "technical" necessities a department head ought to be honest, live integrity and have a solid work-ethic.

Based on the aforementioned interviews and questionnaires it is identified that the essential elements that previously completed by the administrative battalion chief still must continue. All of the respondents indicated that an adjustment of duties and responsibilities needs to take place so that the essential elements are addressed. Mr. Gregory suggests that the organization be aligned toward strategic initiatives. He indicated that the attention to the previous adopted strategic initiatives that the City of Longview's council and department leaders had previously adopted saved them when this current economic storm arrived (Gregory B. , 2011). Appendix F is the list of interview questions that were presented to City Manager Gregory, prior to our interview session on January 13, 2011.

Mr. Gregory identified key informational details (Appendix G) that are important to him and the city management team. He expects that the budget will be administered appropriately as it is the most important policy document developed and approved of by council. More time and energy is spent on the budget document than any other piece of legislation. He wants to be kept apprised of any embarrassments that the department may be involved in so that the city is prepared to defend and protect its employees if necessary. He wants to be aware of any liability implications that operations may be involved with; personnel issues that involve disciplinary actions that include suspensions, demotions and terminations; health and welfare of employees, including medical, mental and emotional impacts (Gregory B. , 2011).

The questionnaire and interviews revealed the importance of developing self as a leader. Developing self as a leader is related to section three of the Executive Leadership student manual. During the lectures the student was reminded often how important it is to maintain the

internal psyche so when challenges and pitfalls come they are dealt with effectively. Bob Gregory recalled how important it was to have previously developed council initiatives and the four budget models prior to when the impacts of the downturn in the economy occurred (Gregory B. , 2011). Vision and purpose is defined as having the "ability to create and articulate a vision that empowers others to transform vision into action and are social architects who build commitment and coalitions and listen to their constituents" (National Fire Academy, 2005).

Additionally, the following sections of the Executive Leadership course are touched on in this research; Section 1, Integrity; Section 4, Developing Decisionmaking Skills; Section5, Managing Multiple Roles; Section 12, Influencing; and Section 11, Negotiation. Within the LFD leadership questionnaire the attribute of integrity and decision making was regarded by all of the respondents as important. The ability to manage multiple roles was remembered by McDaniel and Gregory during the personal interviews. They both suggested that with the downturn in the economy and the needed reductions of staff it becomes even more important to have the ability to do more with less (Gregory B. , 2011) (McDaniel, Fire Chief, 2011).

During 2004, the City of Longview and International Association of Fire Fighters (IAFF) Local 828 reached an impasse negotiating a successor agreement to the 2001-2003 Collective Bargaining Agreement. Following impasse the parties entered into mediation and binding arbitration. The neutral arbitrator, Michael Beck, determined a group of comparables using a 50% up and down methodology using assessed valuation and population. The following table characterizes this methodology and the relative comparison to the City of Longview. The table also shows the administrative staff for each jurisdiction and compared relative to the City of Longview (Interest Arbitration Opinion and Award, 2005).

Comparable Data based on 2005 Arbitration Ruling

Jurisdiction	Staff	Population	Ass. Valuation	Sq. Miles
Olympia	7	45,500	$ 5,999,359,843	18
Pasco	5	56,300	$ 2,934,792,310	33.6
Richland	6	48,580	$ 4,726,045,000	42
Bremerton	10	36,190	$ 2,899,484,508	23
Lynnwood	7	36,160	$ 5,237,466,464	7.4
Wenatchee	8	31,120	$ 2,205,578,539	7
Mt. Vernon	8	31,020	$ 2,748,652,886	12
Mukilteo	4	20,150	$ 3,910,934,509	6.25
Longview	5	36,100	$ 2,809,338,951	13.7
Average	6.67	37,902	$ 3,719,072,557	18.11
Puyallup	Annexed to Central Pierce Fire 2009			
Longview % of Avg.	75.00%	95.25%	75.54%	75.67%

Based strictly on the data listed in this table the City of Longview Fire Department's administrative staff numbers are 75% of the average as well as 76% of the average assessed valuation and almost 76% of the average sq. miles. The area where the City of Longview is close to average is in population of just over 95%.

Literature Review

The literature for this applied research project was compiled from sources on the internet; including information from the USFA, National Fire Academy, City of Longview and Washington Public Employee Relations Commission websites; *Executive Leadership* course materials, books on leadership, handbook on fire chief management and personal interviews and questionnaire of contemporaries at the City of Longview.

The City of Longview has been struggling economically for quite a few years. Through the vision of the city manager, council completed a strategic plan that outlined four budget models that potentially would be followed. In order to better establish which budget model would be followed city management developed strategic initiatives that served as benchmarks and guidelines. This exercise turned out to be a road map to follow when the economic storms

of the early 21st century hit. The city manager learned and experienced the value of having a predesignated plan. It is with this knowledge and experience that he became a reliable source for identifying the need to have a plan in place prior to events that shape organizational development (Gregory B. , 2011). The value of his experiences taught me that firm discipline is needed to keep an organization on track towards its goal and missions following a well-studied road map.

Daryl McDaniel, the Fire Chief for the City of Longview, has been actively involved in all aspects of the fire service for 39 years. His experiences from serving in his first department for 30 years allowed him the experience of fire fighter, engineer, company officer, shift supervisor and chief officer. His experience was also in an area of the country that has a different demographic than the LFD, and the community he served had hundreds of employees with more defined roles and responsibilities. For the first two years of his employ at the City of Longview he served in the Administrative Battalion Chief role and since then he has been the fire chief (McDaniel, Fire Chief, 2011). His experiences from his previous department was not exactly transferrable to the LFD for the main reason that the hierarchical structure is more flat, state laws governing labor laws and relations vary, and the existing members had to become acquainted to his leadership style. His years of experience, however, have served him well and I have been impacted positively from my close interactions with him. I have learned more patience; I understand better the value of listening; there are creative solutions to most challenges and it is necessary to have a balance in one's life.

The researched developed a questionnaire for distribution to the chief officers within the LFD. The intent of the questionnaire was to investigate the experiences of this cadre for their ideas and opinions on the most effective way to administer the LFD. The questionnaire is found as Appendix A and the responses from each chief officer are attached as Appendix B-E.

Battalion Chief 1 responded in nearly a clinical manner. The responses were nearly identical to that of textbook definitions (Appendix D).

The Fire Chief and Fire Marshal (Appendix B & C) responded similarly in the respect of taking a strategic view of the situation. Their responses focused on the ability of the administration to meet the needs of the organization, while Battalion Chief 2's responses were on the tactical level.

Robert Greenleaf's, *on becoming a servant leader,* leads the reader through the experiences of a reluctant leader. Mr. Greenleaf did not find it necessary to be out in front and the focus of attention and he bypassed promotions as he felt he was most effective in the role he had at the time. Greenleaf can be summed up in his own words;

"Extensive management experience, building as it does the priceless 'knowing'

on which all successful action rests, does have a negative aspect. It diminishes or

limits or fails to keep alive the natural creativity that is the happy endowment of

so many young people before they assume management responsibility" (p. 210)

He strongly feels that creativity is the heart of planning and without it the mind is frozen and is unable to invent and produce a range of alternatives (Greenleaf, On becoming a servant leader, 1996).

Insights on Leadership is a compilation of a series of essays, by diverse authors, that espouse a common theme of religiosity. Samplings of the essay titles combine the values of many religious movements; *Servant Leadership*, Work as a Calling, Trust, Accountability as Covenant and Bearing Witness relate to religious themes.

The fire chief's handbook, sixth edition, continues to provide guidance to the fire official as he/she navigates the minefield of public servant, manager, leader, negotiator, financial

management, human resource manager, engineer, fire prevention and building official. In the case of this applied research project the first section on management was most beneficial. The fire service contributors to this edition have extensive leadership experience both from a practical hands-on experience level to advanced educational degrees.

FCS Group principal, Peter Moy, has an extensive background in financial analysis of public sector projects and government. Mr. Moy dedicates most of his time providing insight and guidance as a consultant for public works projects but recently he has also focused on ambulance utilities and other funding sources for other government entities (FCS Group, 2009)

The responses to the questionnaire were interesting in the respect that the interpretation for the intent of the questionnaire varied from one to the other. Initially the researcher thought to return the questionnaire but then decided to use the responses that were given to examine how differently each respondent viewed the role of administration of the LFD. This researcher found that the absence of personal experience in the responses of Battalion Chief 1 created a challenge to formulate a roadmap specific to the LFD's issues. Battalion Chief 2's responses to the questionnaire reflected a tactical approach to identifying tasks that need completion and follow-up on.

The recommendations provided by all the respondents for future organizational development follow the recommendations of the LFD Fire Chief, as he has outlined in his presentations to city management and council. The opportunities for creative suggestions are limited and mirrored by Greenleaf's suggestion that new approaches are often discounted for the safe suggestion, one that lacks creativity. The exploration of many alternatives allows an organization to be most effective, although Greenleaf also believes that his "theory" has not been proven (p. 210).

Procedures

The researcher began the process for this research paper by examining his private opinions and conceptions. Summarily it was important for the researcher to dispense of personal bias as the position that was eliminated was the one he held and strong emotions were close as the research privately felt that his career path was taken away and that a move to another assignment effectively felt like a demotion.

An interview of the city manager of the City of Longview was conducted. The nature of the interview was to examine what he used as a tool to make budget reductions and what he thought about reductions of personnel compared to programs and whether or not there was a hierarchical system for reductions in place, such as whether he believed public safety departments would be spared prior to recreational and social support departments. This interview also encompassed discovery of management theory compared to professional experience.

Frequent communication between the researcher and the Fire Chief creates a relationship where the researcher may develop preconceived ideas of what the opinions of the chief may be. Experience beyond 35 years in the fire service uniquely qualifies the chief to be an expert in his field. He has extensive experience in the operations and administration of fire departments in the southeastern and northwestern United States. The discussions between the Fire Chief and researcher have been productive and decisions that are made are more solid because of those discussions. Both people come from different backgrounds and have strong opinions; however, there is a good level of respect between both and the understanding is to disagree in private but be united once the decisions are made.

A questionnaire was prepared and reviewed by the applied researcher's evaluator for a review of content and effectiveness. The questionnaire was distributed to the senior management staff at the LFD. Senior management staff has a collective experience level of approximately 90-100 years. The experiences of four of the five senior staff come from other jurisdictions and backgrounds. This diversity allows for varied backgrounds and experience to be considered when decisions are made. Some staff members have also been directly affected by budget shortfalls in the past and can put a personal touch to reducing services; especially when the reductions involved personnel.

This questionnaire asked staff to consider the administrative function within the department and rate what they felt were the critical functions and how they could be conducted in light of the budgetary challenges that continue to plague the City of Longview. The questionnaire also requested that staff consider the attributes of and effective organization. Finally, staff was asked to provide a framework in which they would expect the department to be configured whereby the department would continue to function effectively.

Insights to Leadership and *On Becoming a Servant Leader* were two books that were recommended to the researcher for insights into leadership styles that were thought to be effective leadership styles. These two volumes were read and notes taken as the researcher was compelled to make reference to them.

The Fire Chief's Handbook was used as it is familiar to the researcher and from previous experience was knowledgeable about its base contents and the management of fire departments is its focus. Review of the first section on fire department management was done to make comparisons and contrasts to present day issues faced at the LFD.

Student manuals, *Executive Development* and *Executive Leadership* from the National

Fire Academy's Executive Fire Officer Program were reviewed. *Executive Development* was

used as a reference in preparing this applied research project and *Executive Leadership* was

reviewed to determine relevancy of the applied research project to the course materials.

Limitations

This applied research project is limited by a limited number of fire service professionals

requested to complete the questionnaire. The questionnaire was limited in the context of

numbers rather than content. The project was also limited in the sense that the researcher is

familiar with all of the respondents so it is likely that personal opinions and bias may influence a

respondent to respond to a question based on what has been previously discussed rather than

making a new and open-minded assessment of the situation.

Study of the issue of budget reductions has been in the forefront of senior management as

an issue for about two years. The question of realignment of personnel, changing hours of work,

reconfiguring of management staff all presents a problem for open mindedness and honestly

approaching this subject as all of senior managements positions have been examined as to the net

worth as a whole to the department. Some proposals examined also recommended laying off

some senior personnel. This matter created personal protection of job duties and responsibilities.

Clearly this is a limitation of this research.

Definitions-

Servant Leadership—a term that describes a growing movement of those individuals in

leadership positions who view themselves as taking care of others first when they are in critical

leadership positions (Greenleaf, et al., 1998, p. 3).

Results

The following table was compiled by the Fire Marshal for a special report to the Fire Chief in 2005 to report on the state of the Fire Prevention Bureau. Within this table is listed a group of comparables and the Prevention Bureau staffing levels for each jurisdiction. The top row is a heading of the possible positions that are staffed in each jurisdiction. This table was instrumental in the Fire Marshal outlining the need for more assistance. One position was added to the Longview Fire Department Prevention Bureau but subsequently it has been vacated since, as a means to balance the departmental budget.

Prevention Staffing\Comparable Jurisdictions 2005

Jurisdiction	Fire Marshal	Assistant FM	Deputy FM	Fire Inspector	Public Educator	Company Inspections	C.D. Fire Inspector
Olympia	1	1		3		No	
Edmonds	1			1		No	
Lynwood	1			3	1	Yes	
Puyallup	1		2			No	1
Auburn	1	1	2		1	Yes	
Bremerton	1			2		No	
Mt Vernon	1			1	1	Yes	
Longview	1					Yes	

The answer to the first research question, what administrative duties are assigned to chief officers, is found in the answers provided from the questionnaire in Appendices B-E. In

addition, the top elements from the questionnaire are found in the table labeled vital elements of

an effective organization.

Vital Elements of an Effective Organization

Fire Chief	Fire Marshal	Battalion Chief 1	Battalion Chief 2	Average	
1	3	1	4	2	Organizational planning
2	9	4	dnr	5	Internal Communications
4	7	7	5	6	Labor/management relations
3	9	8	dnr	7	External communications
6	4	15	dnr	8	Data analysis
9	11	dnr	6	9	Personnel relations
7	13	6	9	9	Personnel scheduling
dnr	16	11	3	10	Training Management
5	12	14	dnr	10	Liaise with partnering agencies
10	14	dnr	11	12	Technology upgrades and management

Within this table the respondents are listed across the top row with their individual scores

listed below each title. The fifth column is an average score and then the results were sorted to

show the opinion of the most vital element to the tenth vital element. The questionnaire had

more than 18 options including an "other" category. This other category was chosen by two of

the respondents and their respective "other" definitions are not included in this list as they were

the only respondent to rate that category. In Appendix C the respondent listed "Acting Fire

Chief" as his first priority.

Within this table some cells are marked "dnr", which means the respondent did not rank

this category in their evaluation of the vital elements. In the table the numbers indicate how the

respondent rated that category as to its importance. In some cases the highest rating is not

included as it was not considered by others to be as vital.

Organizationally, the department is faced with some vital elements in this list that are not receiving the attention that senior management suggests is critical, as assignments for some of these elements have not been assigned.

The answer to the second research question, of the assigned administrative duties, what is the hierarchical priority for completion of those duties, is also found in the previously mentioned table. Based on the results in the table organizational planning is the most vital element of the administrative function. Internal communications and labor/management relations are listed next. These top three elements were the first priorities of the Administrative Battalion Chief, not by assignment, but by an instinctive feeling that these issues needed to be carefully tended to in order to have an effective organization. At this time these duties and responsibilities are being touched as staff is able to get to them.

External communications involves the public information function and communication with external partners. The LFD has over 16 contract for service agreements with industries that are not within the jurisdictional boundaries of a municipality or fire district. As a result, regular conferences and meetings are held to ensure that the customer's needs are being met and that service delivery is in accordance with the agreements. External communications has been assumed exclusively by the Fire Chief at this time. The element labeled liaise with partnering agencies is also addressed by the Fire Chief as time allows.

Personnel relations ties in with internal communications and labor/management relations. As previously stated these tasks and duties are being addressed as time allows.

Personnel Scheduling and Training Management are areas that delegated to the shift battalion chiefs and these elements are satisfactorily addressed at this time.

Technology upgrades and management has been a duty assigned to the Administrative

Battalion Chief. This duty is now being addressed by one of the shift battalion chiefs as time

allows.

Research question three, what effect does incompletion of these duties have on the

organization is summed up by the Fire Chief's response in the questionnaire and in the personal

interview and found in Appendix B. He states that these tasks and assignments must be

prioritized and addressed with patience. He further states that the responsibility is ultimately his

but he depends on a competent staff to be flexible and address these issues the best that we can.

In the personal interview he also stated that future funding of the administrative function is one

of his priorities, but he feels the department can survive for a limited time on this staff reduction.

The fourth question, what are the essential priorities of administrative tasks in

organizational theory is answered by Robert K. Greenleaf, Ronny J. Coleman and others. They

believe that caring for the needs of personnel first is of utmost importance. Management texts

identify the needs of personnel as being one of the first issues addressed.

The following table is used to compile the results from the questionnaire on the attributes

of an effective organization. The positions of the respondents are listed across the top row and

the individual's rank of importance listed below their title and finally the average of the four

respondents in the second to last column reading left to right.

Attributes of an Effective Organization

Fire Chief	Fire Marshal	Battalion Chief 1	Battalion Chief 2	Average	
					Competent
4	1	3	1	2	Management
2	na	4	2	3	Caring leadership
3	3	1	5	3	Accountability
5	4	2	6	4	Decision making
9	2	5	na	5	Integrity

The ranking number for each category may not list the respondents' top attribute as the researcher only used those attributes that were ranked by at least three of the respondents. The cells marked with a "na" reflect that the respondent did not rank this category in the questionnaire.

The following table shows the rank position of the respondents to the questionnaire and the experience levels of each.

Current Administrative Positions and Experience

Position	LFD Experience	Total Experience	Other Agency Positions
Fire Chief	9	39	All Ranks
Fire Marshal	8	20	Deputy Marshal, Firefighter
Battalion Chief 1	7	30	All Ranks
Battalion Chief 2	9	30	Firefighter, Company Officer Fire Prevention Officer

The following table shows the 2005 Arbitration Award and Opinion ruling of Arbitrator Michael Beck. Within this table is the list of comparables as defined by the Neutral Arbitrator (PERC, 2005). The left column shows the comparable jurisdiction followed by the number of administrative staff, the population of the jurisdiction, assessed valuation and the square miles. The third row from the bottom shows the average of all the jurisdictions, the second row from the bottom lists the city of Puyallup, but since the ruling was rendered Puyallup has been annexed into a fire district. The last row shows how Longview ranks against the average.

Comparable Data based on 2005 Arbitration Ruling

Jurisdiction	Staff	Population	Ass. Valuation	Sq. Miles
Olympia	7	45,500	$ 5,999,359,843	18
Pasco	5	56,300	$ 2,934,792,310	33.6
Richland	6	48,580	$ 4,726,045,000	42
Bremerton	10	36,190	$ 2,899,484,508	23
Lynnwood	7	36,160	$ 5,237,466,464	7.4
Wenatchee	8	31,120	$ 2,205,578,539	7
Mt. Vernon	8	31,020	$ 2,748,652,886	12
Mukilteo	4	20,150	$ 3,910,934,509	6.25
Longview	5	36,100	$ 2,809,338,951	13.7
Average	6.67	37,902	$ 3,719,072,557	18.11
Puyallup	Annexed to Central Pierce Fire 2009			
Longview % of Avg.	75.00%	95.25%	75.54%	75.67%

Discussion

Many jurisdictions across the United States are facing serious reductions in service because of the decreased levels of revenues deposited into government accounts. As a result of these challenges the City of Longview is not exempt. Within the last three years two administrative positions have been eliminated from the fire department (City of Longview, Washington, 2008) & (City of Longview, Washington, 2010). Ronny J. Coleman states that planning is key to success of an agency (Coleman, 2003, p. 3). City Manager Gregory echoes this thought when he states that through the careful thinking and strategic planning the City of Longview was able to make sound decisions, based on a previous outline, when difficult budgetary issues arose (Gregory B. , 2011).

Fire Chief Daryl McDaniel responded to the prepared questionnaire that the fire chief is ultimately responsible for the outcomes of the fire department but that the fire chief will depend on competent and knowledgeable staff to carry out the plan (McDaniel, Fire Chief, 2011). The respondent to the survey, identified in this paper as Battalion Chief 1 indicated in his responses that the fire chief as the Chief Executive Officer (CEO) is responsible for all departmental

elements unless they have been delegated to others (Taylor, 2011). He indicated in his

recommendations for the future organizational structure to be in line with what Battalion Chief 2

and the Fire Chief had indicated (Taylor, 2011) & (Smith, 2011). The model that they advocate

for lists the fire chief at the head of the organizational structure with two deputy chiefs in charge

of operations and prevention. They also advocate for four additional FTE for the prevention

bureau and one additional staff member to fill the role of training officer (Appendix B, D &E).

In addition, it is suggested that one additional Engine Company of nine FTE and two additional

Medic/Aid units be added which requires another six FTE (Appendix B, D &E). The total

additional staff members necessary to make this model fully function is 22 FTE's.

The main goal of a financial officer, in this case the fire chief, is "keeping government

fiscally healthy, which means balancing revenues and expenditures, which requires fiscal

controls" (Schnuer, 2003). The responsibility of the fire chief in the addition of 22 FTE's

indicates that this is not maintaining a realistic viewpoint on the big picture, in this case fiscally

irresponsible based on the definition Schnuer provides (Schnuer, 2003, p. 43).

Staffing levels of the LFD administration is 75% of the average of the identified

comparables in Table labeled *comparable data based on 2005 arbitration ruling*. While this

number is also consistent with the Longview percentage compared to the average assessed

valuation and geographical area, it does not adequately address the needs listed under the vital

administrative elements listed in the table labeled v*ital elements of an effective organization.*

The organizational implications of the reduced administrative staffing will manifest itself

in decreased effectiveness and long-term vitality. Greenleaf suggests in his writings that it is

imperative to care for those who do the actual work (Greenleaf, et al., 1998, p. 210).

Recommendations

Long-term administrative effectiveness will be maintained if the needs of employees are met; needs include morale, support and consistent communications of the organizational goals and mission. Fiscal responsibility is a crucial piece of the structure. It would be unrealistic and poor stewardship to advocate adding 22 FTE's to the department at this time.

The questionnaire clearly pointed out that organizational planning; internal communications and labor/management relations are important elements of an effective organization. Currently the Fire Chief is the main conduit to ensure that these elements are attended to. While this is evident, the fire chief has other duties to attend to as well. One of the most important tasks that need attention is an improved revenue stream. Applications for grants, studies to determine if levy increases might be supported, lobbying the legislatures for improved support and advocacy for safe work practices is a partial list of initiatives that might be consuming the chief's time.

I recommend that the fire department be reorganized based on the following organizational chart.
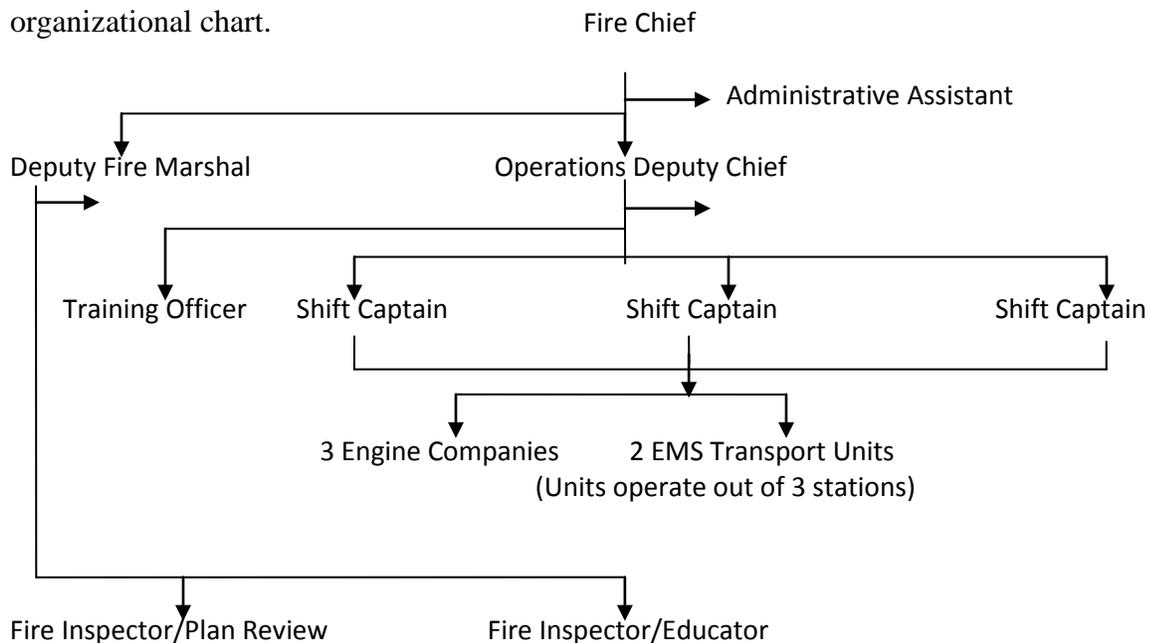
This model illustrated above adds one total FTE. The prospect of remaining fiscally responsible and staffing the administrative function adequately is consistent with the vital elements of a healthy organization and still addresses some of the needs in the prevention bureau.

References

City of Longview, Washington. (2008, November 17). *2008-2010 budget message*. Retrieved April 29,

2011, from City of Longview Home Page:

http://www.mylongview.com/finance/documents/budget0910/00vii-xviii-2009-

2010_Budget_Message.pdf

City of Longview, Washington. (2010, November 18). *2011-2012 budget message*. Retrieved April 29,

2011, from City of Longview Home Page:

http://www.mylongview.com/finance/documents/budget1112/recommended/Budget%20Message

%20(pg%20v-xviii).pdf

Coleman, R. J. (2003). *Fire department management*. In R. J. Coleman, B. F. III, R. A. Schnuer, P.

Stittleburg, T. K. Freeman, & D. Comption, *The Fire Chief's Handbook* (p. 3). Tulsa: PennWell

Corporation.

FCS Group. (2009). Retrieved May 2, 2011, from FCS Group:

http://www.fcsgroup.com/expertise/management/index.html

Greenleaf, R. K. (1996). *On becoming a servant leader.* San Francisco: Jossey-Bass.

Greenleaf, R. K., Blanchard, K., Jeffiries, E., Batten, J., Lad, L. J., Luechauer, D., et al. (1998). *Insights*

on leadership. (L. C. Spears, Ed.) New York: John Wiley & Sons.

Gregory, B. (2011, January 13). City Manager, City of Longview. (P. Jurmu, Interviewer)

Gregory, R. (2010, September 9). *State of the cities report*. Retrieved April 29, 2011, from City of

Longview Home Page:

http://www.ci.longview.wa.us/government/documents/stateofthecity/2010stateofthecitieslongview

-lr.pdf

Interest Arbitration Opinion and Award, PERC NO. 18123-I-04-0426 (State of Washington Public

Employee Relations Commission January 11, 2005).

Kambeitz, J. (2011, March). Fire Marshal. Longview, Washington , USA.

McDaniel, D. (2011, March). Fire Chief. Longview, Washington, United States of America.

McDaniel, D. (2010, December 12). Fire Chief Longview Fire Department. (P. Jurmu, Interviewer)

Moy, P. (2009). Principal. *Cost of service and financial analysis* . Redmond, WA, USA: FCS Group.

National Fire Academy. (2005). *Executive leadershop student manual.* Washington DC, District of

Columbia, United States of America: Federal Emergency Management Association.

Nye, J. S. (1999, January 12). *New york times*. Retrieved April 28, 2011, from The New York Times

Opinion: *http://www.nytimes.com/1999/01/12/opinion/12iht-ednye.t.html*

PERC, W. S. (2005, January 11). *Interest arbitration decision and award*. Retrieved January 2011, from

Public Employee Relations Commission: http://www.perc.wa.gov/Databases/IntArb/18123-I.htm

Smith, B. (2011, March). Battalion Chief 2. Longview, Washington, United States of America.

Taylor, K. (2011, February 19). Battalion Chief 1. Longview, Washington, USA.

USFA, U. S. (2001, March). *United states fire administration's research agenda*. Retrieved May 2,

2011, from *http://www.usfa.dhs.gov/downloads/pdf/research/01research-agenda.pdf*

Appendix A

Executive Leadership Questionnaire

1. In your opinion, what are the key elements of the administrative function of a fire department or any agency for that matter?

2. Of the following administrative functions, what are the most vital for an effective organization? (Choose as many as you find necessary and rank them 1-? based on your thinking)

☐ Budget development

☐ Budget management

☐ Personnel evaluations

☐ Record Management

☐ Personnel mentoring

☐ Personnel scheduling

☐ Personnel Evaluations

☐ Apparatus and Equipment Procurement

☐ Apparatus and Equipment Maintenance

☐ Liaise with partnering agencies

☐ Effective Standard Operating guidelines

☐ Technology upgrades and management

☐ Emergency preparedness

☐ Internal Communications

☐ External communications

☐ Public Information

☐ Data analysis

☐ Labor/management relations

☐ Personnel relations

☐ Community activism

☐ Organizational planning

☐ Uniforms and PPE

☐ Training Schedule

☐ Training Management

☐ Contracted Industry Liaise

☐ Other

☐ _____

3. What are the attributes of an effective organization?

☐ Integrity   ☐ Transformational leadership

☐ Ability to use and manage feedback   ☐ Competent Management

☐ Decision making   ☐ Caring leadership

☐ Managing Multiple Roles   ☐ Communications leadership

☐ Published Succession Plan   ☐ Confidence building

☐ Networking   ☐ Accountability

☐ Negotiations   ☐ Other

☐ Transactional leadership   ☐ _____

4. How are these functions managed effectively within an organization?

5. With the reduction of an administrative position, what, in your opinion, will be the critical needs of the Longview Fire Department, that will still need to be conducted?

6. How do you believe that these tasks should be completed?

7. Within the existing framework, budgetary situation and current political situation, how do you think the Longview Fire Department should be organized and where do the responsibilities of ensuring an effective organizational model lie?

8. Outside of the current framework, budgetary constraints and political situation, how would you organize the Longview Fire Department to be most effective?

Appendix B

Executive Leadership Questionnaire

Fire Chief Daryl McDaniel Response

1. In your opinion, what are the key elements of the administrative function of a fire department?

- Critical foundation block for the organization; solid foundation critical to supporting a "structure" or organization

- "go to" resource for answers and direction

- Planning; development of road map to stay ahead of the organization

- Similar to an incident commander in that responsibilities that are not delegated due to lack of resources or staffing, remain with the IC or in this case, Administration

2. Of the following administrative functions, what are the most vital for an effective organization? (Choose as many as you find necessary and rank them 1-? based on your thinking)

- ☐ Budget development

- ☐ Budget management

- ☐ Personnel evaluations

- ☐ Record Management

- ☐ Personnel mentoring

- ☐ **7** Personnel scheduling

- ☐ Personnel Evaluations

- ☐ Apparatus and Equipment Procurement

- ☐ Apparatus and Equipment Maintenance

- ☐ **5** Liaise with partnering agencies

- ☐ **8** Effective Standard Operating guidelines

☐ **10** Technology upgrades and management

☐ Emergency preparedness

☐ **2** Internal Communications

☐ **3** External communications

☐ Public Information

☐ **6** Data analysis

☐ **4** Labor/management relations

☐ **9** Personnel relations

☐ Community activism

☐ **1** Organizational planning

☐ Uniforms and PPE

☐ Training Schedule

☐ Training Management

☐ Contracted Industry Liaise

☐ Other ⎯⎯⎯⎯⎯⎯⎯⎯

3. What are the attributes of an effective organization?

☐ **9** Integrity

☐ Ability to use and manage feedback

☐ **5** Decision making

☐ Managing Multiple Roles

☐ **6** Published Succession Plan

☐ Networking

☐ **8** Negotiations

☐ Transactional leadership

☐ **7** Transformational leadership

☐ **4** Competent Management

☐ **2** Caring leadership

☐ **1** Communications leadership

☐ **10** Confidence building

☐ **3** Accountability

☐ Other

☐ ⎯⎯⎯⎯⎯⎯⎯⎯

4. How are these functions managed effectively within an organization?

- **Organizational Planning** is managed by leaders sharing visions for the organization with others to both solidify and gain buy-in of the vision as a valid and realistic goal, or to modify or reject.

- **Internal Communications** is managed primarily via e-mail dissemination, daily face-to-face communications by the shift chief officer, and periodic reinforcement of broad issues via communication from the fire chief.

- **External Communications** is managed primarily through the Fire Chief. Before 2011, the Administrative battalion chief was delegated a number of external partners to communicate with directly.

- **Labor/management Relations** in the absence of the Administrative Battalion Chief communicating with labor group leaders will be more of a fractured process. Urgent matters will be brought to the Fire Chief sooner than in the past. The Fire Chief will either deal with issues directly or postpone response and/or action until communicating with the C-shift battalion chief.

- **Liaise with Partnering Agencies** is less frequent with higher priority partners and none or close to nil with lower priority partners.

- **Data Analysis** will be managed by the C-shift battalion chief, but data reports will be produced less timely thereby impacting urgent projects that may be dependent on daily informational needs.

- **Personnel scheduling** will be managed by the C-shift battalion chief, but with less daily maintenance. Annual adjustments and assignments will still be done in a timely manner, but daily maintenance will be more dependent on shift battalion chiefs and actors to ensure scheduling is accurate. Company officers could be requested by shift chief officers to provide a second pair of eyes at the end of the productive day of the next day and next shift's schedule.

- **Effective Standard Operating Guidelines** will be managed by the C-shift battalion chief, with more input from other shift chief officers and line company officers. Scheduling periodic reviews over a year's time of all SOGs should balance out the maintenance of the SOG Program.

- **Personnel Relations** must be managed closely and each day by the shift chief officer and their company officers. The chief officer assigned overall responsibility of Operations should be kept abreast of special personnel relations issues who then keeps the Fire Chief informed.

- **Technology upgrades and management** is managed by the C-shift battalion chief as a lower priority. Urgent needs in the absence of the C-shift battalion chief must either be filed vie the city's CRM system or bring the issue to the shift battalion chief or actor that is on duty at the time. System and hardware upgrades should be planned to occur as much as possible on the C-shift duty days.

5. With the reduction of an administrative position, what, in your opinion, will be the critical needs of the Longview Fire Department, that will still need to be conducted?

- Scheduling
- Emergency Response
- Training
- Labor Relations

6. How do you believe that these critical functions be completed?

   Prioritization, patience

7. Within the existing framework, budgetary situation and current political situation, how do you think the Longview Fire Department should be organized and where do the responsibilities of these functions lie?

The ultimate responsibility for all the functions lie with the fire chief, who must depend on a competent and productive staff and line personnel to carry out program assignments and tasks as best they can given time and scheduling limitations.

Outcome expectations do not change, only the timeline by which things should be expected to be completed.

Lower priority items will either eventually be completed or become a victim of lower level of service. The challenge will be tracking what these are, given less staff to do more 'data tracking' and identifying what the impact is on services and outcomes………and if the impact really matters.

8. Outside of the current framework, budgetary constraints and political situation, how would you organize the Longview Fire Department to be most effective?

Fire Chief

→ Administrative Assistant

Deputy Fire Marshal   Operations Deputy Chief

→ Administrative Secretary   → Administrative Secretary

Training Officer   Shift Commander   Shift Commander   Shift Commander

3 Pmdc-Engine Companies   1 Truck Company   2 ALS Units
(Units operate out of 4 stations)

Fire Inspector/Plan Review   Fire Inspector/Educator   Prevention
Educator/PIO

Staffing of response units could be done in a multitude of ways. The key is being flexible to meet

the demand, not the potential.

Appendix C

Executive Leadership Questionnaire

Fire Marshal Response

1. In your opinion, what are the key elements of the administrative function of a fire department?

   - Determine the types and level of service to be provided.

   - Establish the resources and personnel required to provide the service.

   - Develop and manage a budget that supports Items #1 and 2.

   - Create and manage the department mission, goals and objectives.

   - Implement a Master Plan for continued efficiency, effectiveness, and changes to service.

   Note: These elements are not position specific, but are the overall responsibility of the Chief.

2. Of the following administrative functions, what are the most vital for an effective organization? (Choose as many as you find necessary and rank them 1-? based on your thinking)

   ☐ Budget development (6)

   ☐ Budget management (6)

   ☐ Personnel evaluations

   ☐ Record Management (15)

   ☐ Personnel mentoring (18)

   ☐ Personnel scheduling (13)

   ☐ Personnel Evaluations

   ☐ Apparatus and Equipment Procurement

   ☐ Apparatus and Equipment Maintenance

   ☐ Liaise with partnering agencies (12)

   ☐ Effective Standard Operating guidelines (8)

☐ Technology upgrades and

    management (14)

☐ Emergency preparedness (5)

☐ Internal Communications (9)

☐ External communications (9)

☐ Public Information (10)

☐ Data analysis (4)

☐ Labor/management relations (7)

☐ Personnel relations (11)

☐ Community activism

☐ Organizational planning (3)

☐ Uniforms and PPE

☐ Training Schedule

☐ Training Management (16)

☐ Contracted Industry Liaise (17)

☐ Operations management (2)

☐ ~~Acting Chief responsibilities~~ (1)

    Note: I considered these functions specific to the Admin BC position. Those not marked

    may be performed by others.

3. What are the attributes of an effective organization?

✓ Integrity

☐ Ability to use and manage feedback

✓ Decision making

☐ Managing Multiple Roles

☐ Published Succession Plan

☐ Networking

☐ Negotiations

☐ Transactional leadership

☐ Transformational leadership

✓ Competent Management

☐ Caring leadership

☐ Communications leadership

☐ Confidence building

✓ Accountability

☐ Other

☐ _____

Note: These are all good attributes but the ones I checked are essential.

4. How are these functions managed effectively within an organization?

The functions need to support the goals and objectives of the organization and be prioritized. Once they are determined to be essential, adequate resources need to be provided to effectively perform the functions. These resources must have the essential attributes identified in question #3 above.

5. With the reduction of an administrative position, what, in your opinion, will be the critical needs of the Longview Fire Department, that will still need to be conducted?

All that were marked in question #2 in that order. The amount of administrative support that will be necessary to effectively manage the department with our current/expected level of service will not change.

6. How do you believe that these critical functions be completed?

Most will be distributed among existing staff, but they will not receive the attention that a full time resource was given to them. This will cause a breach in the essential attributes of effective management over time.

7. Within the existing framework, budgetary situation and current political situation, how do you think the Longview Fire Department should be organized and where do the responsibilities of these functions lie?

I believe that if you went back and reviewed the key elements outlined in question #1, you would organize LFD with a fire chief, two assistant/deputy chiefs (currently the admin BC and FM), one administrative secretary, one supervisory command officer per shift, nine company officers, one fire inspector, and the remaining positions as firefighters/MFF.

The change from current organizational chart would remove two to three firefighters in place of an assistant/deputy chief and a fire inspector to effectively manage the organization and be in line with our mission, goals and objectives.

8. Outside of the current framework, budgetary constraints and political situation, how would you organize the Longview Fire Department to be most effective?

The same as in question 7 except we would add one additional fire inspector, one additional administrative secretary, and we would continue to pursue adding firefighters to reach our goal of 15 responders on duty. This would also provide capacity for other functions (ALS, transport, additional prevention work, etc.)

Appendix D

Executive Leadership Questionnaire—

Battalion Chief 1 Response

Phil: I'm assuming you are seeking input on organizational administration overall, as opposed to a discussion on the admin BC vacancy. Therefore, that's the approach I took in answering the questions.

1. In your opinion, what are the key elements of the administrative function of a fire department?

    i. The admin function of a typical FD should provide strategic planning, laying the foundation for the future. Planning areas in our organization would include addressing facility deficiencies and resource deployment, strategies for EMS delivery, funding options, and fleet replacement.

    ii. Additionally, the services/support functions would fall under the admin function: HR support, budget development and management, purchasing, fleet maintenance, record keeping, training and professional development, and personnel management.

2. Of the following administrative functions, what are the most vital for an effective organization? (Choose as many as you find necessary and rank them 1-? based on your thinking)

    ☐ **2** Budget development

    ☐ **3** Budget management

    ☐ Personnel evaluations

    ☐ **5** Record Management

    ☐ Personnel mentoring

    ☐ **6** Personnel scheduling

    ☐ Personnel Evaluations

    ☐ **12** Apparatus and Equipment Procurement

☐ **13** Apparatus and Equipment Maintenance

☐ **14** Liaise with partnering agencies

☐ Effective Standard Operating guidelines

☐ Technology upgrades and management

☐ Emergency preparedness

☐ **4** Internal Communications

☐ **8** External communications

☐ **9** Public Information

☐ **15** Data analysis

☐ **7** Labor/management relations

☐ Personnel relations

☐ Community activism

☐ **1** Organizational planning

☐ Uniforms and PPE

☐ **10** Training Schedule

☐ **11** Training Management

☐ Contracted Industry Liaise

☐ Other _____

3. What are the attributes of an effective organization?

☐ **5** Integrity

☐ **6** Ability to use and manage feedback

☐ **2** Decision making

☐ **7** Managing Multiple Roles

☐ Published Succession Plan

☐ **8** Networking

☐ Negotiations

☐ Transactional leadership

☐ Transformational leadership

☐ **3** Competent Management

☐ **4** Caring leadership

☐ Communications leadership

☐ Confidence building

☐ **1** Accountability

☐ Other

☐ _____

4. How are these functions managed effectively within an organization?

- **Organizational Planning** – The most strategic level items should rest with the CEO or a high level designee. As the strategic level moves downward, the planning can be delegated. For example, planning EMS equipment replacement and even fleet replacement cycles should be developed a couple of tiers below the CEO.

- **Internal Communications—**The BCs and company officers should serve as links in the communication chain, both upwards and downwards. Routine e-mail, daily face-to-face communications by the shift chief officer, and periodic reinforcement of broad issues via communication from the fire chief. The CEO should be a visible presence for informal conversations.

- **External Communications** is managed primarily through the CEO for lack of other staffing. The PIO function should be added and/or delegated.

- **Labor/management Relations** belongs with the CEO and should not be delegated.

- **Liaise with Partnering Agencies** – via CEO to CEO interaction on strategic issues, at lower levels for training and scheduling interactions.

- **Data Analysis** – produced by talented internal designees; important enough to be funded with OT staff as needed or contracted out. Trend analysis feeds our strategic decision making processes.

- **Personnel scheduling** – a routine item—at the BC level.

- **Effective Standard Operating Guidelines** – copy from others. Very few wheels need to be reinvented.

- **Personnel Relations** – Handled at the shift chief officer and company officers level. Unusual problems should be brought to the attention of the CEO.

- **Technology upgrades and management** This should be a contracted function or handled utilizing the city IT department. They should have the mission of supporting the IT functions of operations-level departments such as fire, police, etc.

5. With the reduction of an administrative position, what, in your opinion, will be the critical needs of the Longview Fire Department, that will still need to be conducted?

- Emergency Response

- Preparation for response –training, fleet management, equipment maintenance

- HR management—scheduling, record keeping, supporting the testing / promotional process

- Labor Relations

6. How do you believe that these critical functions be completed?

We need to accept that we cannot accomplish all of the required tasks in a timely fashion without staff support. Therefore, we do what we can, addressing the highest priorities first and the others as available time allows. We also need to keep decision makers aware of what we're not accomplishing due to shortages of management staff.
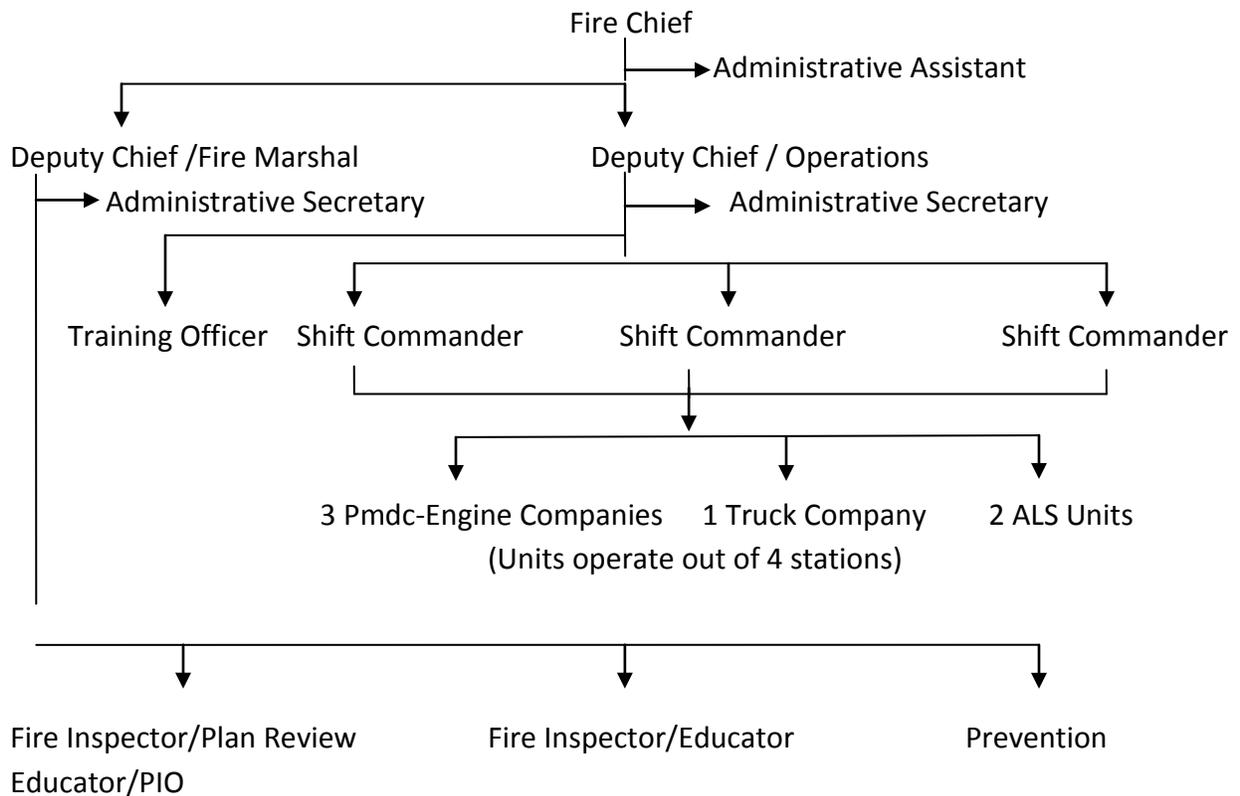
7. Within the existing framework, budgetary situation and current political situation, how do you think the Longview Fire Department should be organized and where do the responsibilities of these functions lie?

The ultimate responsibility for all the functions lie with the fire chief, who must depend on a competent and productive staff and line personnel to carry out program assignments and tasks as best they can given time and scheduling limitations.

Outcome expectations do not change, only the timeline by which things should be expected to be completed.

Lower priority items will either eventually be completed or become a victim of lower level of service. The challenge will be tracking what these are, given less staff to do more 'data tracking' and identifying what the impact is on services and outcomes………and if the impact really matters.

8. Outside of the current framework, budgetary constraints and political situation, how would you organize the Longview Fire Department to be most effective? *From the Fire Chief's document, but in line with my thoughts as well.*

```
                          Fire Chief
                              ├────────────▶ Administrative Assistant
        ┌─────────────────────┤
        ▼                     ▼
Deputy Chief /Fire Marshal    Deputy Chief / Operations
   ├──▶ Administrative Secretary     ├──────▶ Administrative Secretary
   │    ▼
   │  Training Officer   Shift Commander     Shift Commander      Shift Commander
   │                          └──────────────────┬──────────────────┘
   │                                  ┌───────────┼───────────┐
   │                                  ▼           ▼           ▼
   │                        3 Pmdc-Engine Companies   1 Truck Company   2 ALS Units
   │                           (Units operate out of 4 stations)
   │
   ├──────────────────────┬──────────────────────┐
   ▼                      ▼                      ▼
Fire Inspector/Plan Review   Fire Inspector/Educator        Prevention
Educator/PIO
```

Appendix E

Executive Leadership Questionnaire

Battalion Chief 2 Response

1. In your opinion, what are the key elements of the administrative function of a fire

   department?

   To provide stability to the organization through hard work ethical behavior.   To follow

   directions from the City Manager and Council to operate in their zone of inclusion.   Plan

   ahead with a "road map" having that plan be as flexible as possible adjusting to the

   economical conditions and political climate.   Provide cost effective recourses for the

   department succeed.

2. Of the following administrative functions, what are the most vital for an effective

   organization? (Choose as many as you find necessary and rank them 1-? based on your

   thinking)

Budget development	☐ **10** Apparatus and Equipment Maintenance
5 Budget management	Liaise with partnering agencies
☐ Personnel evaluations	☐ Effective Standard Operating guidelines
☐ Record Management	
☐ Personnel mentoring	
☐ **9** Personnel scheduling	☐ **11** Technology upgrades and management
☐ Personnel Evaluations	
☐ **8** Apparatus and Equipment Procurement	☐ **12** Emergency preparedness
	X **6** Internal Communications
	☐ External communications

☐   Public Information   ☐   Training Schedule

    Data analysis   X   **3** Training Management

X   **5** Labor/management relations   ☐   Contracted Industry Liaise

X   **6** Personnel relations   X   **2** Other Operational Readinesses

X   **7** Community activism   x   __1 Fire Prevention Public Education__

X   **4** Organizational planning   Code Enforcement.

☐   Uniforms and PPE

3. What are the attributes of an effective organization?

☐   Integrity   Transformational leadership

☐   Ability to use and manage feedback   ☐   **1** Competent Management

☐   **6** Decision making   ☐   **2** Caring leadership

☐   Managing Multiple Roles   ☐   **3**Communications leadership

☐   Published Succession Plan   ☐   **4** Confidence building

☐   **7** Networking   ☐   **5** Accountability

☐   Negotiations   ☐   Other

☐   Transactional leadership   _____

4. How are these functions managed effectively within an organization?

- **Competent Management -**   provide satiability to the organization by proving solid direction that is well thought out and is realistic leaving the tends alone and sticking with what works that is simple to follow and understand. Provide systems for all to succeed and create in environment that members are not afraid to make decisions

- **Caring Leadership** Provide systems for all to succeed and create environment that staff members are not afraid to make decisions. Provide support to staff members instead of always looking for faults and weaknesses. Create a team work environment that is positive and caring toward others. Realize that everybody has different skills capitalize on the strong skills of members and allow them input without the fear of reprisal.

- **Communications Leadership** effective communication through Email and the use of Smart Phones. Have a master scheduled to is managed primarily by the shift Battalion Chiefs. Provide training on how to effectively communicate

- **Confidence Building** provide support and assistance and systems that allow people to succeed. Create an environment that allows people to be different and allow them to make decisions for the end result. Support their decisions without tearing the person down , system or method that leads to the decision.

- **Accountability.** Make accountability as positive as possible. Provide systems that are easy to follow that are realistic in nature and allow for accountability without the fear of being punish. When people make mistakes support them, provide guidance show them the right way are the way you want them to perform but always be positive when people show effort.

- **Decision making** provide support to staff members, provide a decisions making model that is consistent.

- **Networking** I believe that all staff members should belong to some type of service group for community interaction. In addition 2 staff members along with the Fire Chief should attend the Fire Chiefs Conference. In addition the

entire staff should attend the Northwest Leadership Conference. Staff members should look for every opportunity to inter act with the public though public speaking engagements school programs coaching youth sports and looking for opportunities to server on different boards.

5. With the reduction of an administrative position, what, in your opinion, will be the critical needs of the Longview Fire Department, that will still need to be conducted?

- Fire Prevention and Code Enforcement.

- Operational Readiness

- Training

6. How do you believe that these critical functions be completed?

Prioritization dropping public education and focusing on prevention fire through our fire inspection program.   Add code enforcement specialist to each shift. When crew staffing allows have them perform inspection and assist the Fire Marshal whenever possible. Operational Readiness maintain the fleet, apparatus and tools to the best of standards. Provided direction through the history of the organization, resist creating new or unproven operational programs in a since "if it not broken do fix it".

Training. Try and bring in outside instructors as much as possible. .

7. Within the existing framework, budgetary situation and current political situation, how do you think the Longview Fire Department should be organized and where do the responsibilities of these functions lie?

We should continue with the current staff structure.   We time permits and the economic conditions improve we should hire back the additional Battalion Chief.   The department should replace the day shift BC.   An area that we could better utilize the D shift Captain

position would be when the staffing allows place the Battalion Chief on 3 eight hour day

shifts, allowing the Captain to bump up covering for the BC during that assigned shift.

By placing each BC on 3 eight days shifts would allow for staff functions to be

completed.

8. Outside of the current framework, budgetary constraints and political situation, how would

you organize the Longview Fire Department to be most effective?
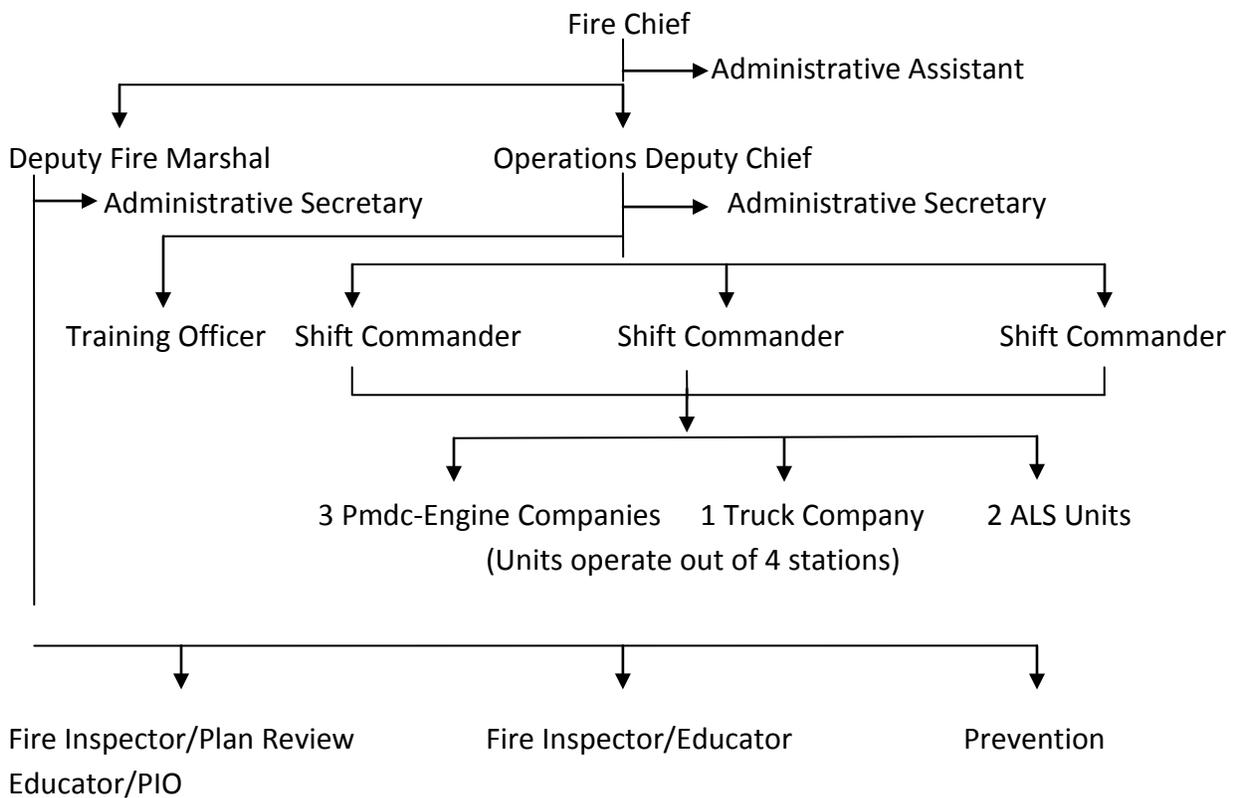
Staffing of response units could be done in a multitude of ways. The key is being flexible to meet

the demand, not the potential.

Appendix F

Interview ideas for meeting with the City Manager

1. What are your expectations of a department head?

2. Are the expectations different from one department head to another?

3. What are your thoughts regarding recruiting personnel from the outside of the city?

4. What is the role of the fire department (fire chief) in city government?

5. How do you expect the fire chief to interact as part of the city management team?

6. What informational details about a department are important to you? What is imperative that you are kept in the loop on?

7. Do you have a hierarchical system in place when making budget decisions? Is it strictly based on council sentiment? Do you attempt to influence council? How important is it to get the council to focus on the established initiatives when working with council on these issues? Do you feel that some of the initiatives are contrived out of political influences and really are not as important as others? If so, does it matter at the end of the day?

8. What do you feel is the maximum amount of expectations that you can expect out of a department head? I am thinking in terms of hours per week dedicated? Or is the amount of time even a consideration as some people are better at dedicating tasks and assignments to others?

9. Do you entertain the idea of succession planning?

10. What do you see as the benefits and pitfalls of succession planning?

Anything else that comes to mind regarding leadership/management etc. can be fair game.

Thank you for your time.

Appendix G

Interview ideas for meeting with the City Manager

1. What are your expectations of a department head?

   A department head is expected to have the requisite knowledge, skills and abilities at a technical level in order to have a firm grasp of the task and duties that the department is responsible for. The department head is also expected to know the department, as well. A department must be a team player. The department heads role in city government is to look out for his department first and then the community. At the same time the department head is also expected to evaluate their departments needs compared to others and if it comes down to a finite amount dollars available and not enough to go around then the department should be able to come to consensus with their peers and evaluate all programs holistically and prioritize accordingly.

   It is important for the department head to be involved in the community, whether it is through civic organizations, service clubs, churches and etc. The importance of this association is so that organizations feel supported by city government. An added benefit is the association with business and community leaders. Business and community leaders come in all demographic but usually are educated, intelligent and successful.

2. Are the expectations different from one department head to another?

   a. Advocate for their department

   b. Should be able to view the whole picture

3. What are your thoughts regarding recruiting personnel from the outside of the city?

     a. Recruitment and retention is viewed as the most talented and qualified persons for the job. He does not feel that anyone currently employed should be automatically given an advantage.

4. What is the role of the fire department (fire chief) in city government?

5. How do you expect the fire chief to interact as part of the city management team?

6. What informational details about a department are important to you? What is imperative that you are kept in the loop on?

     a. Budget development and administration—highest priority as it is councils most important policy document and by which the city is guided.

     b. Embarrassments to the department

     c. Protect or defend employees

     d. Liability implications

     e. Personnel issues

     f. Time-off for disciplinary reasons

     g. Health and welfare of employees

     h. Mentally and emotionally intact

7. Do you have a hierarchical system in place when making budget decisions? Is it strictly based on council sentiment? Do you attempt to influence council? How important is it to get the council to focus on the established initiatives when working with council on these issues? Do you feel that some of the initiatives are contrived out of political influences and really are not as important as others? If so, does it matter at the end of the day?

     a. Council initiatives—strategies and deliverables were in place when the economic storms hit

    b. Bob felt it was a very important process

    c. Cuts were made based on council initiatives

    d. Bounced ideas off of assistant city manager and others

    e. Depended on pre-designated budget models

8. What do you feel is the maximum amount of expectations that you can expect out of a department head? I am thinking in terms of hours per week dedicated? Or is the amount of time even a consideration as some people are better at dedicating tasks and assignments to others?

    a. Get the job done

    b. Includes other duties as assigned

    c. Excuses for not meeting deadlines should have good reasons

    d. He understands other demands placed on the individuals time

9. Do you entertain the idea of succession planning?

10. What do you see as the benefits and pitfalls of succession planning?

    a. Organizational complacency

11. Intuitive decision making v. strategic decision making

    a. Intuitive decision making always comes into play but it is typically based on knowledge skills and experience.

Here are some thoughts Bob, that would get us started on a conversation. I look forward to meeting with you. I will contact Moe to ask her to set up a meeting that works for you. Anything else that comes to mind regarding leadership/management etc. can be fair game. Thank you for your time.