

FIP 276
MANAGING THE FIRE SERVICE

COURSE DESCRIPTION:

Prerequisites: None

Corequisites: None

This course provides an overview of fire department operative services. Topics include finance, staffing, equipment, code enforcement, management information, specialized services, legal issues, planning, and other related topics. Upon completion, students should be able to understand concepts and apply fire department management and operations principles, meeting NFPA 1021. Course Hours Per Week: Class, 3. Semester Hours Credit, 3.

COURSE OBJECTIVES:

Upon completion of this course, the student will be able to:

- a. Explain the framework for examining management options.
- b. Explain the constraints on management options.
- c. Explain the regulatory framework of the insurance industry.
- d. Provide insurance rate setting factors.
- e. Discuss classification of fire services for insurance purposes.
- f. List and explain the consensus standards organizations in the fire service
- g. List and explain the code developing organizations.
- h. List and explain the fire protection testing laboratories.
- i. State the theory of budgeting.
- j. List the resources of budgeting.
- k. List the major types of budgeting methods.
- l. Discuss the major types of budget control.
- m. Discuss retirement systems budgeting.
- n. Define terms of contract enforcement.
- o. Define standards of efficiency and optimization.
- p. Discuss the operations research approach to productivity.
- q. Define the framework of management and planning in the fire service
- r. Explain the systems concept in planning
- s. Provide the evaluation and records systems required.
- t. Compare major organizational systems according to region, size, and tradition.
- u. List major trends in reorganization.
- v. Discuss technology available in communications units.
- w. Define modern fire data collection.
- x. Explain principles of fire station location.
- y. Explain principles of fire apparatus acquisition, maintenance, and management.

OUTLINE OF INSTRUCTION:

- I. Modern fire protection, emergency medical, and rescue services
 - a. U.S. population growth and emerging fire service issues
 - b. The fire service's relationship with the public
 - c. The policy environment
 - d. Fire protection
 - e. Emergency medical services
 - f. Technical rescue services

- II. Evaluating local risks and planning for the necessary resources
 - a. Definition and types of community risk
 - b. Community fire risk assessment
 - c. Community risk management
 - d. Fire department organizational statement
 - e. Evaluation of current services and resources
 - f. The strategic plan: Road map for the future

- III. Leadership strategies for the political process
 - a. Major fire issues for the public arena
 - b. Fire and rescue services in the context of communities
 - c. Fire and rescue services in the local political arena
 - d. Ethics: Maintaining public confidence
 - e. Fire chiefs and managers: Roles in the public arena

- IV. Organizing and deploying resources
 - a. Kinds of fire departments
 - b. Types of fire departments
 - c. Organizational structures in fire departments
 - d. Deployment concepts
 - e. Expanding the services delivered
 - f. Raising revenue and controlling costs
 - g. A new millennium – new challenges

- V. Human resource management
 - a. Overarching issues: Career/volunteer departments and external mandates
 - b. Human resource management functions and specialists
 - c. Human resource planning and job analysis
 - d. Recruitment and selection: Incentives and diversity
 - e. The work environment: Relevant legislation
 - f. Proficiency, career development, and employee evaluation
 - g. Promotion
 - h. Labor relations
 - i. Future challenges

- VI. Fiscal management
 - a. The management system of local government
 - b. Business planning
 - c. Budgeting
 - d. Full costing
 - e. Monitoring and reporting

- f. Managing financial information
 - g. Financial risk management
 - h. Asset management
 - i. Funding mechanisms and sources of potential revenue
- VII. Capital resource management
- a. Capital resources defined
 - b. Procurement of capital equipment
 - c. Procurement of emergency vehicles
 - d. Procurement of capital facilities
 - e. Maintenance and accountability
- VIII. Leading and managing
- a. Management and leadership defined
 - b. Best practices in management (leadership)
 - c. Leadership training: Who benefits and what is it?
 - d. Delegation of tasks to individuals
 - e. Delegation of tasks to teams
 - f. Organizational culture
 - g. Strategies for changing a culture
 - h. Relationship between the fire chief and the local government manager
- IX. Training for fire and emergency response services
- a. Elements of a successful training process
 - b. Elements of the training program itself
 - c. Training facilities, personnel, and sources of assistance
- X. Performance measurement and organizational improvement
- a. Setting the state
 - b. Establishing performance measurement criteria: Board-based efforts
 - c. Modeling the use of performance measurement
 - d. Creating performance measures at the process level
 - e. Benchmarking
 - f. Presenting performance measurement in result-based budgeting
 - g. Avoiding the pitfalls of performance improvement and measurement
- XI. Health, wellness, and injury prevention
- a. Important health and medical concerns for firefighters
 - b. Health and wellness in relation to recruitment, selection, and basic training
 - c. The structure of a comprehensive health and wellness program for front-line firefighters
 - d. The content of the health and wellness program
 - e. A state-of-the-art program
- XII. Comprehensive prevention programs
- a. Engineering programs: Reviewing construction and development plans
 - b. Enforcing codes and developing them
 - c. Educating the public about fire and life safety
 - d. Investigating fires
 - e. Using performance measures to evaluate prevention programs

- f. Staffing and funding options for prevention programs
- XIII. Regulations, standards, and issues of liability
- a. Occupational Safety and Health Administration regulations
 - b. National Institute for Occupational Safety and Health rules and regulations
 - c. National Fire Protection Association (NFPA) standards
 - d. The liability of fire service organizations for negligent firefighting
 - e. Back to the future
- XIV. Information management
- a. Data and management information systems: What are they?
 - b. The National Fire Incident Reporting System
 - c. Data elements of selected fire service database system
 - d. Uses of data, including identification of a department's fire problem
 - e. Data quality, analysis, and presentation
 - f. Designing and purchasing management information system
- XV. Communication system and emergency response centers
- a. Interpersonal communication: Managing points of possible failure
 - b. Technology of communications
 - c. Issues involving telephones
 - d. Communications system infrastructure
 - e. Planning, acquisition, and policies and procedures
 - f. Topical issues: Costs and coordination
- XVI. Intergovernmental Cooperation
- a. Basic reasons for fire service cooperation
 - b. Types of cooperative efforts
 - c. Service covered other than fire suppression
 - d. The planning process
 - e. The maintenance of cooperative efforts

REQUIRED TEXTBOOK:

Textbook to be selected by instructor.

STATEMENT FOR STUDENTS WITH DISABILITIES:

Students who require academic accommodations due to any physical, psychological, or learning disability are encouraged to request assistance from a disability services counselor within the first two weeks of class. Likewise, students who potentially require emergency medical attention due to any chronic health condition are encouraged to disclose this information to a disability services counselor within the first two weeks of class. Counselors can be contacted by calling 686-3652 or by visiting the Student Development Office in the Phail Wynn Jr. Student Services Center, room 1309.