

Career Fire Chiefs  
State of New York  
White Paper

Duties & Responsibilities  
of a  
Fire Chief

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## **Introduction Page – Meaning/purpose:**

The development of this White Paper took place under the sponsorship of the New York State Career Fire Chiefs Association. The contents of this White Paper represent a collection of ideas and recommendations identified essential for positioning today's fire service leaders for success, both now and in the future.

### **Have a Love and Passion for What You Do**

With a great sense of confidence I am sure that most of you when you began your fire service career whether as a volunteer or a career firefighter you had a BURNING PASSION for the job!

Unfortunately, that BURNING PASSION may have extinguished, or is just smoldering. Over the years as we may have become disillusioned by the politics, burned out by the grating personalities, and frustrated with the daily drama that goes on in our organizations. As the years add up we become comfortable, complacent, and apathy settles in. It happens to everyone, and without a conscious effort to change it, that BURNING PASSION deteriorates. The same is true in the fire service. If you don't get back in touch with the love and passion you once had, your performance will deteriorate and you will hit a point of burnout. Instead of divorcing the fire service, many chiefs just drag themselves around like a dead weight until retirement.

Fire chiefs have a higher level of accountability and responsibility for maintaining that love and passion for the job. Even if you don't feel like it, if you act like it, the feelings will follow. If you find yourself in burnout, you need to sit down and remind yourself why you got into the fire service in the first place. Your membership needs a fire chief (leader) with passion and purpose. They need a fire chief who loves what they do. It's very frustrating for department members to have a fire chief who is burned out and hates what they do. It's also contagious to the whole department. Be a fire chief who loves the job!

*God grant us the serenity to accept the things we cannot change;  
The courage to change the things we can;  
And wisdom to know the difference.*

## The “Ideal” Fire Chief:

The Fire Chief will be an experienced fire professional with strong leadership and administrative capabilities. The individual will be:

- A seasoned leader with foresight and vision who is participative, creative and goal oriented.
- Self-confident with the courage of his/her convictions and decisive in problem solving.
- Cost conscious, analytical and able to develop policy options to address service and operational issues.
- A team player who can work effectively with the District Board, City Councils, City Managers, and response partner agencies.
- Able to develop and maintain the respect of others through honesty, integrity, delivering on commitments and humility.
- A knowledgeable firefighter who can respond to emergencies and serve in a command level position, as needed.
- A motivator skilled at mentoring and coaching subordinate staff.
- Able to handle personnel matters in the course of being a direct supervisor and resource for Subordinate Officers.
- Able to communicate effectively in a variety of public, governmental, civic, and emergency environments, both orally and in writing.
- Able to manage employee related human resource matters.
- Able to prepare, present, implement and reconcile the annual budget.
- Well versed in local and regional planning.
- Aware of current Fire Prevention methods, laws and cost recovery programs.
- Desirable experience in a fire department utilizing both career and volunteer members (*if a combination department*).

## **Fire Chiefs Job Description:**

### **Classification Responsibilities:**

The Fire Chief provides administrative direction and leadership for all Fire Department functions, operations, and personnel through the supervision of staff and a review of their activities. Responsibilities include: reviewing the general operation of the department to determine efficiency; providing direction on major projects or problem areas; planning for the future; developing and implementing policies and procedures; and providing policy guidance. In addition, the Fire Chief is responsible, through study and consultation with City or Department officials, for developing recommendations for the protection of life and property in the City, Town or Village. Responsible for the inspection of buildings and other properties for fire hazards and enforces local fire prevention ordinances as well as the State Fire Code. This class is also responsible for performing other related duties as required.

### **Distinguishing Features:**

This classification has been designated as a non-classified, non-merit system, at-will position. The Fire Chief is appointed by the Authority Having Jurisdiction (AHJ) (City Manager, City Council, or Board of Fire Commissioners). This employee receives general supervision from the AHJ, who reviews work on the basis of overall results achieved. The Fire Chief may consult with the AHJ on issues relating to policy and planning, but works independently in supervising the overall technical operations. This class is FLSA exempt-executive.

## **Qualifications:**

### **Minimum Qualification(s) - Required:**

- Graduation from an accredited college or university with a Bachelor's Degree with a major in Fire Science, Public Administration, Management, Business or a related field.
- Each Department (Group) specify number years of progressively responsible administrative and supervisory experience in fire and life safety education, prevention, and emergency response work.

### **Education and qualifications - Preferred**

- A Master's Degree in Business Administration, Public Administration, Homeland Security, or related field from an accredited college of university
- National Fire Academy Executive Officer Program graduate
- Current Chief Officer Designation from the Center of Public Safety Excellence

### **Certificates: - Required**

- NIMS – 100, 200, 300, 400, 700, 800

**Special Requirement(s).**

- Must possess a valid Driver's License.

**Substance Abuse Testing.**

- Yes

**Preferred/Desirable Qualification(s).**

It is preferred that the specified number years of progressively responsible administrative and supervisory experience in fire and life safety education, prevention, and emergency response work is within a municipal or county fire department.

**Essential Functions:****Communication:**

Establishes and maintains effective working relationships with staff, City, Town, Village officials, community organizations, other fire departments, other agencies, City departments, and the general public. Makes effective verbal and written presentations. Speaks before public groups on the plans, programs, and goals of the Fire Department. Advises the AHJ of Fire Department progress. Responds courteously and tactfully to a demanding and diverse public in answering questions, explaining department policies, and handling complaints.

**Mental:**

Attends various meetings and represents the Fire Department and/or section. Plans, organizes, and directs a progressive public fire department with several functional areas.

Organizes and directs the activities of staff engaged in providing fire and other life safety services. Plans, directs, and controls department activities such as: the recruitment of personnel; purchase of equipment; assignment of personnel and equipment; accreditation requirements, and budgeting and control of expenditures.

Coordinates Fire Department activities with other City/Community agencies and departments. Plans, organizes, coordinates, prepares, administers, and monitors the Department budget. Analyzes and resolves operational and procedural problems. Resolves complex problems involving diverse functional areas. Analyzes information, statistics, and reports on department activities. Develops plans designed to maintain department efficiency and responsiveness. Analyzes fire service needs, as well as the availability of resources, existing programs, and other related factors in developing department programs to meet those needs. Provides direction on major projects or problem areas. Develops and implements policies and procedures applicable to administrative functions, and provides policy guidance and leadership. Operates fire vehicles (i.e., automobiles, fire apparatus, and heavy construction), requiring a standard Drivers License to perform normal and emergency response firefighting duties.



## **Knowledge and Abilities:**

### **Knowledge of:**

The theories, principles, and practices of effective public administration, with special reference to Fire Department policies, personnel, and budget administration; modern management techniques, supervisory practices, and evaluation methods; governmental organization and management; the principles and practices of effective administration with particular attention to short- and long-range strategic planning; the principles and methods of budget preparation and monitoring; the activities, objectives, and ideals of fire and life safety services and operations; the facilities, equipment, and personnel needed to provide fire and life safety services and operations; the methods, equipment, and materials used in providing fire and life safety services; and progressive approaches to employee relations programs.

### **Ability to:**

Plan, organize, lead, and direct a progressive public agency with several functional areas; organize and direct the activities of a large staff engaged in providing optimum fire services; plan, prepare, and administer an annual departmental budget; effectively analyze and resolve operational and procedural problems; develop formal agreements and contracts with other agencies and communities; make effective oral and written presentations; and establish and maintain effective working relationships with staff, City/Community officials, City/Community organizations, other agencies and departments, and the general public.

The duties listed are intended only as general illustrations of the various types of work that may be performed. Specific statements of duties not included does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

## Common Barriers to Effective Leadership

1. **Personal integrity** – If you don't demonstrate a strong sense of personal integrity, it will be difficult in gaining the trust of those expected to follow you!
2. **Lack of effective communication skills** – Perfect your communication skills. Be approachable and accessible.
3. **“Us” versus “Them” - “Labor” versus “Management”** - Communications are vital in being an effective leader – it all starts here! Bridging the divide between labor and management is just the beginning.
4. **Never admitting wrongs** - As a leader, admit your mistakes, take ownership, and move on.
5. **Lack of Vision and Purpose** – Lack of Vision and Purpose makes effective leadership impossible.
6. **Indecisiveness** – Make decisions, your personnel expect this. They would rather you make a wrong decision rather than none at all.
7. **Lack of discipline** – Know when you need to do your job! You can't be everyone's friend.
8. **Lack of accountability** – Be accountable for your actions and decisions up and down the chain of command.
9. **No humility or not taking input on ideas** – We don't know everything, and we don't have all the answers – recognize this, and value input from your staff and members.
10. **Lack of time spent with the troops** – Spend time with your staff and membership. Not doing so can create barriers.
11. **Lack of trust** - Do what you say you're going to do, when you said you would do it, how you said it would be done.
12. **Fear of retaliation** – Your personnel need to feel safe in coming forward with their ideas, suggestions, and input without fear of retaliation.
13. **Lack of mentors or mentoring in the fire service** – Become a mentor. It is not just the rookie that needs mentoring. Veteran firefighters and those aspiring to officer positions need mentoring also.

No matter how many years you have been a fire chief, there will always be opportunities for you to begin the process of overcoming some of these identified barriers. Begin the process by taking personal responsibility and try to create more effective leadership at every level in your organization. The future leaders of your organization and the fire service as a whole are counting on it!

# The Seven Habits of Highly Effective People

The Seven Habits of Highly Effective People by **Stephen Covey** sold over 25 million copies since first published in 1989. The Seven Habits outlined in his book are outlined below.

**The First Three Habits surround moving from dependence to independence (i.e., self-mastery):**

**Habit 1: Be Proactive** - Take initiative in life by realizing that your decisions (and how they align with life's principles) are the primary determining factor for effectiveness in your life. Take responsibility for your choices and the consequences that follow.

**Habit 2: Begin with the End in Mind** - Self-discover and clarify your deeply important character values and life goals. Envision the ideal characteristics for each of your various roles and relationships in life. Create a mission statement.

**Habit 3: Put First Things First** - Prioritize, plan, and execute your week's tasks based on importance rather than urgency. Evaluate whether your efforts exemplify your desired character values, propel you toward goals, and enrich the roles and relationships that were elaborated in Habit 2.

**Interdependence - The next four have to do with Interdependence (i.e., working with others):**

**Habit 4: Think Win-Win** - Genuinely strive for mutually beneficial solutions or agreements in your relationships. Value and respect people by understanding a "win" for all is ultimately a better long-term resolution than if only one person in the situation had gotten his way.

**Habit 5: Seek First to Understand, Then to be Understood** - Use empathic listening to be genuinely influenced by a person, which compels them to reciprocate the listening and take an open mind to being influenced by you. This creates an atmosphere of caring, and positive problem solving.

**Habit 6: Synergize** - Combine the strengths of people through positive teamwork, so as to achieve goals no one person could have done alone.

**Habit 7: Sharpen the Saw** - Balance and renew your resources, energy, and health to create a sustainable, long-term, effective lifestyle. It primarily emphasizes exercise for physical renewal, prayer (meditation, yoga, etc.) and good reading for mental renewal. It also mentions service to society for spiritual renewal.

## **Professional Development:**

This White Paper will recognize NFPA 1021 “Standard for Fire Officer Professional Qualifications” as the foundation of minimum job performance requirements necessary to perform the duties of a Fire Chief through the level of Fire Officer IV.

It should be noted that there are many other avenues that an individual can choose to attain these performance requirements, such as formal education through one of the many universities that offer Bachelors and Masters Degrees in Fire Administration or Emergency Management.

Real leaders understand a leadership concept that goes back to Biblical times:

***“To him whom much is given, much is required.”***

The more responsibility and leadership you are afforded, the more is required of you in regards to accountability. Winston Churchill once said, **“The price of greatness is responsibility.”**

Fire chief’s and officers in the fire service need to recognize a higher level of accountability in these four main areas:

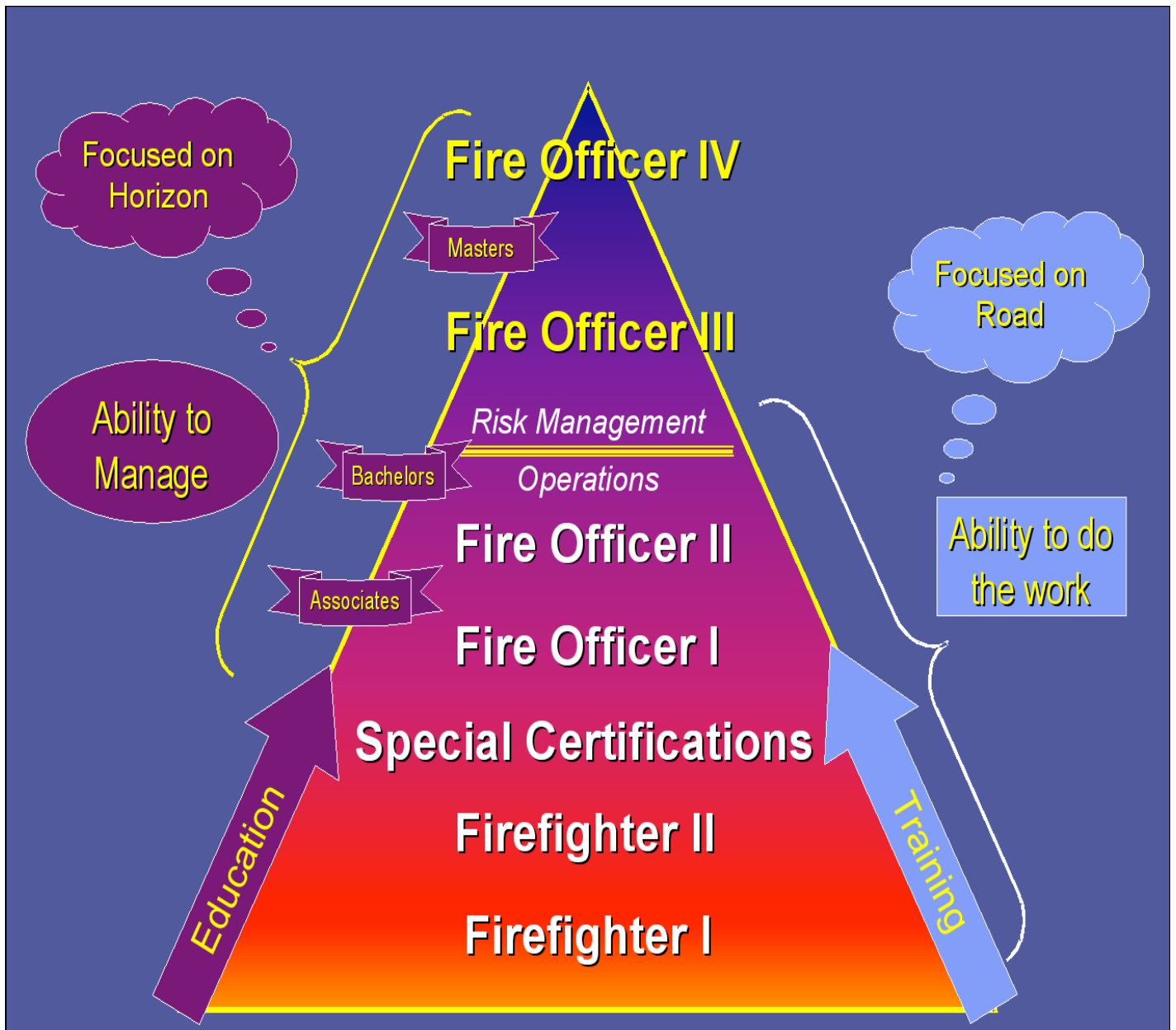
1. Have a love and passion for what you do
2. Support the mission, vision, and goals of the department
3. Model great customer service
4. Keep behavior in check (on and off duty)

Fire chief’s need to embrace the challenge of higher accountability and set the role model for their membership. They will demonstrate a love and passion for what they do. Fire chiefs will support the mission, vision, and goals of the department.

The National Professional Development Model (diagram on pg. 13) integrates training, education, and certification into an education process that clearly illustrates the importance of both ***education*** and ***training***.

It also emphasizes the fact that emergency response training is more prevalent during the early career years, while organizational skills grow as we shift to management duties and a shift to an education emphasis.

# National Professional Development Model



## Dealing with Personal Issues – Keep Our House Clean

Keep Behavior in Check (on and off duty)

Fire Chiefs struggle with this. They don't like the idea of higher accountability for off-duty actions. The further up you go in your organization, the higher level of accountability you have for on and off-duty actions.

There is a greater level of accountability as you reach higher positions in your organization, but especially the fire service. The public holds firefighters in high esteem with behavior and performance expectations regardless of whether the uniform is on. When the uniform *is* on, the expectations are even higher.

Fire Chiefs need to rise to this challenge whether on or off duty. When driving, interacting with the public, or out having a good time, leaders need to act in a manner that reflects positively on the department and the city, town or community. Common sense would dictate that you always act in a manner that your parents would be proud of, but unfortunately, common sense does not always prevail.

*If you have a firefighter who goes out one night drinking and on his way out of the bar stumbles into someone and pushes them out of the way, you might expect word to get back to the station and some discussion to take place with his captain. However, if the fire chief goes out drinking one night and the same scenario unfolds, it would probably make the front page of the newspaper.*

The fire service needs more great leaders, so as a leader, help raise the bar with higher accountability. And remember, if you hold yourself accountable and discipline yourself, others won't have to.

### **CFO Program Information:**

Participants in the Chief Fire Officer program are required to comply with this Code of Professional Conduct and the administration thereof.

Non-compliance may be cause for termination from the program or revocation of the CFO designation.

### **Responsibilities to Individuals:**

*The Chief Fire Officer shall:*

- ❖ Set an exemplary standard for subordinates and peers to follow.
- ❖ Be courteous and tactful in all interactions.
- ❖ Ensure the communication of rights, responsibilities and information are upheld to foster informed decision making.

- ❖ Respect the customs and beliefs of others – consistent with the mission of the organization.
- ❖ Respect the confidentiality of information, except where it is in the public interest or where there is a legal obligation to divulge such information.
- ❖ Promote competence and integrity among individuals associated with the fire and emergency services.

### **Responsibilities to the Profession:**

*The Chief Fire Officer shall take a leadership role to ensure the fire service:*

- ❖ Serves the public interest in a moral, ethical and efficient manner.
- ❖ Strives to provide quality services as defined by the community and based upon accepted industry standards.
- ❖ Communicates truthfully and avoids misleading representation, raising unreasonable expectations in other persons, or in the community as a whole.
- ❖ Uses sound management practices and makes efficient, effective, economical, and ethical use of resources.
- ❖ Promotes understanding of public protection and safety services and issues.
- ❖ Conducts inter and intra organizational activities in a cooperative way that improves community well-being and safety.
- ❖ Develops and maintains the required level of physical and mental health to enhance and promote individual quality of life which allows for the proper discharge of duties.
- ❖ Reports to the Commission on Professional Credentialing when there are reasonable grounds to believe a member has violated this Code of Professional Conduct.

### **Responsibility to the Community and Society:**

*The Chief Fire Officer shall:*

- ❖ Abide by the laws of all levels of government, but may seek changes by lawful means where deemed appropriate.
- ❖ Contribute to improving the well-being and safety of the general population, including participation in educational programs, dialogue and recommendations to enhance the quality of life and to improve fire and emergency services.
- ❖ Strive to identify and meet the needs of the community within the resources available and within the mission of the organization.
- ❖ Consider the effects of management policy decisions on the community and society and make recommendations based on these considerations.

**Conflict of Interest:**

*A conflict of interest exists when the Chief Fire Officer uses his/her position, authority, or privileged information to:*

- ❖ Obtain an improper benefit, tangible or otherwise, either directly or indirectly.
- ❖ Obtain an improper benefit for another.
- ❖ Make decisions that attempt to, or do, negate the effectiveness of the Chief Fire Officer Designation program.

*The Chief Fire Officer shall:*

- ❖ Conduct all relationships in a way that assures management decisions are not compromised by a perceived or real conflict of interest.
- ❖ Disclose to the appropriate authority all direct or indirect personal or financial interests, appointment, or elections which might create a conflict of interest whether real or perceived.
- ❖ Neither accept nor offer personal gifts or benefits with the expectation or appearance of influencing decisions.
- ❖ Refrain from using the Chief Fire Officer designation or credentials to promote or endorse commercial products or services without the express written permission of the Commission on Professional Credentialing.
- ❖ Value ethics within the fire and emergency services. Most professions abide by a “Code of Ethics or Conduct,” which expresses their members’ agreement as to what constitutes acceptable behavior.

The Code of Professional Conduct has been adopted by the Commission on Professional Credentialing to promote and maintain the highest standards of professional performance and personal conduct. Abiding by these standards is required for continued designation as a chief fire officer, and serves notice to the public who entrust their confidence in the abilities and integrity of the chief fire officers.



## **Dealing with Personnel Issues – Keeping Their House Clean**

### **Firefighter Code of Ethics**

The Fire Service is a noble calling, one which is founded on mutual respect and trust between firefighters and the citizens they serve. To ensure the continuing integrity of the Fire Service, the highest standards of ethical conduct must be maintained at all times.

The purpose of the **National Firefighter Code of Ethics** is to establish criteria that encourages fire service personnel to promote a culture of ethical integrity and high standards of professionalism in our field. The broad scope of this recommended Code of Ethics is intended to mitigate and negate situations that may result in embarrassment and waning of public support for what has historically been a highly respected profession.

As members of the Fire Service, we share a responsibility to project an ethical character of professionalism, integrity, compassion, loyalty and honesty in all that we do, all of the time.

We need to accept this ethics challenge and be truly willing to maintain a culture that is consistent with the expectations outlined in this document. By doing so, we can create a legacy that validates and sustains the distinguished Fire Service institution, and at the same time ensure that we leave the Fire Service in better condition than when we arrived.

**I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service. Therefore, I pledge the following...**

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.

- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

**Developed by the National Society of Executive Fire Officers**

## **Future Planning – Mission/Vision/Goals**

You may not support every policy, procedure, or goal the department has as a fire chief in your department, few chiefs do. However, your voice of disapproval needs to go up the chain, not down or across the chain. Fire chiefs should not complain to their followers, or to co-workers. They complain to the source or up the chain of command until they find resolution.

*If you don't like something, change it. If you can't change it,  
then change the way you perceive it.  
If you can't change the way you perceive it,  
change departments.*

This statement may sound harsh, but as a fire chief you need to step up and do the right thing. While small minds talk about people, average minds talk about events, and great minds talk about ideas. Fire Chiefs need to be talking about ideas for solving problems, not the people who seem to be perpetuating those problems. More importantly, leaders need to encourage their followers to do the same.

As a fire chief, it is important for you to set the direction of the department, or support it, which includes the mission, vision, and goals. That doesn't mean you agree with every decision or policy, but it does mean your followers see you supporting the organization as a whole. If that is not something you can do as a fire chief, you shouldn't be an officer/leader in the organization.

You need to be in an organization you can get behind and support. In addition to supporting the mission, vision, and goals, leaders need to be talking about the mission and general direction of the department and how it affects the followers on a daily basis. Do your personnel understand how their job affects the mission of the organization? Do they understand what actions on a daily basis move the department towards its goals and objectives? How would they know if you as the fire chief are not conveying that message to your personnel? As a leader, do you have a very solid understanding of the mission, vision, and goals of the department and the community you serve, whether that is a city, town or village? If you don't, you need to!

## Community Involvement – Partnerships, Memberships

Another key to success is the degree to which fire department leaders take advantage of community leadership opportunities. This includes not only the chief and the head of the employee (or volunteer) association, but also fire department members. It involves leadership roles such as the following:

- Participation in Rotary, Kiwanis, or similar organizations.
- Service on community boards, commissions, and school boards.
- Service on boards of nonprofit organizations that benefit the fire and life safety mission and community, whether national, state, regional, or local.
- Participation in regional or cross-functional planning processes.
- Service on coalitions formed by other organizations.
- Open communications with elected officials.
- Interaction with school systems, homeowner associations, and similar organizations.
- Service as chairperson or coordinator for community service events.

Integrating fire department leaders into community leadership opportunities establishes these individuals and the fire department as "**leaders**" in the eyes of community partners. It is much easier to garner community support for fire department initiatives when fire department leaders assist others with their issues and initiatives. It represents good, sound business and marketing practices, which some fire departments have learned to do very well. It also truly benefits the community.

Fire and life safety education programs provide one of the most effective opportunities for community leadership in a way that is directly connected to the fire department's mission. Programs designed to modify human behavior, and thus minimize injuries and deaths, are critical in protecting the people we serve. It is important that the lessons extend beyond fire safety and address other common causes of civilian injuries and deaths.

This approach should include the entire community, including those at highest risk, using a variety of delivery methods to reach the target audience. The key component, however, is a school-based curriculum designed to teach children appropriate behaviors to enhance fire safety. The National Fire Protection Association's Risk Watch program is tailor-made to meet this goal, using a community leadership and coalition model that can serve several other purposes. Risk Watch is designed for preschool through eighth grade and incorporates the following eight lessons within a series of five modules: motor vehicle safety; fire and burn prevention; choking, suffocation, and strangulation prevention; poisoning prevention; falls prevention; firearms injury prevention; bike and pedestrian safety; and water safety.

## **Customer Service**

How you as a fire chief treat the public and personnel in your organization can often be seen in the actions of your personnel. They are just modeling what they see!

Fire chief's need to realize who their customers are. Customers are not just members of the public; there are internal customers as well. Captains are customers to battalion chiefs, lieutenant are customers to captains, and firefighters are customers to all officers, and they are all your customer!

The public remains a customer to any members of your organization they come in contact with. As a fire chief and leader in the community you should be approaching your personnel with a customer mind-set that includes:

- How can I help you?
- How can I develop you?
- How can I assist you in reaching your goals?
- How can I provide you with the tools you need to succeed?
- How can I ensure your actions are in alignment with the direction of the department?

Fire chief's often do not see their personnel as customers. When fire chief's start to exemplify great customer service to both internal and external customers, your personnel will tend to do the same.

## **Future Success**

Fire departments must connect with the leadership of their community if they are to succeed in the future. It takes resources, leadership, management, and support (internal and external) for a fire department to do this.

We are living in a time of constant transition involving the role of government and the need to work together toward critical societal goals. Protecting our communities by providing the safest fire and life safety environment possible is a goal that can generate a lot of interest and support. To garner that support, the fire service must be in the game every day.

## **Professional Affiliations**

It is strongly encouraged that Chief Officers belong to professional organizations. These organizations offer the fire chief the opportunity to network among their peers in their County, State, across the United States and abroad.

### **International Association of Fire Chiefs (IAFC)**

The international Association of Fire Chiefs represents the leadership of firefighters and emergency responders worldwide; our members are the world's leading experts in firefighting, emergency medical services, terrorism response, hazardous materials spills, natural disasters, search and rescue, and public safety policy. Since 1873, the IAFC has provided a forum for fire and emergency service leaders to exchange ideas, develop professionally and uncover the latest products and services available to first responders.

#### **IAFC Mission**

To provide leadership to current and future career, volunteer, fire rescue and EMS chiefs, chief officers, company officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

#### **IAFC Strategic Vision**

<http://www.iafc.org/files/1ASSOC/IAFCStrategicVision2013-14.pdf>

#### **Mission Statement**

To provide leadership to current and future career, volunteer, fire-rescue and EMS chiefs, chief fire officers, company officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

#### **IAFC Member Values**

##### ***Integrity***

I will do what is right.

##### ***Professionalism***

I will conduct myself at all times in a competent manner that reflects positively on the fire and emergency service.

##### ***Responsiveness***

I will efficiently and accurately process and provide information, resources, solutions and direction in a timely manner.

##### ***Collaboration***

I will build relationships both inside and outside the fire and emergency service. I will work together, network, and share resources, experiences and knowledge with others.

***Diversity/Inclusiveness***

I will provide opportunities for all. I will embrace differences and purposefully engage others in organizational activities.

***Safety***

I will model and promote a safety-driven fire and emergency service culture at all times.

***Innovation***

I will continually create, adapt, and share solutions to evolving current events, issues, or problems

**New York State Association of Fire Chiefs (NYS AFC)**

**History**

The New York State Association of Fire Chiefs is a not for profit, service oriented organization founded in 1904 by 60 chiefs from around the state who were interested in sharing mutual concerns and solutions for the benefit of the fire service. Today, it is one of the largest fire chiefs associations in the world and its focus now encompasses the needs and concerns of all of the emergency services.

**Mission**

The New York State Association of Fire Chiefs is the primary support and source of services to our members, who are the management of the emergency services sector, and is the primary source of information and support for fire service personnel during the industry transition to providing total emergency services by:

- Providing relevant education, seminars, and training
- Developing and providing relevant emergency services information
- Influencing and assisting in the development of legislation
- Being the representative voice of the needs and concerns of emergency services providers
- Promoting new technology, the use of safe work practices, and the development and enforcement of codes and standards
- Effecting the reduction of injury, loss of life, and loss of property

These goals are fundamental to the creation of a safer living environment and basic to the philosophy espoused by this Association.

**Career Fire Chiefs – New York State**

## **New York State Emergency Managers Association (NYSEMA)**

The purpose of the Association is to facilitate the following:

- A. Promote active, on-going and adequately funded emergency management programs at all levels of government (local, State and Federal); and
- B. Build on the foundation of existing emergency management plans, systems and capabilities to broaden their applicability to the full spectrum of emergencies, emphasizing implementation of emergency management measures that are known to be effective; and
- C. Foster a full Local, State and Federal Governmental Partnership with provisions for flexibility at all levels of government for achieving common goals; and
- D. Promote more complete integration of emergency management planning into Local and State policy making and operational systems; and
- E. Assist in the development of a coordinated response network through the combined efforts of Local, State, Federal Agencies and the Private Sector.



**Acknowledgements:**

I would like to express my gratitude and appreciation to my fellow chiefs across the state for granting me the opportunity to represent this distinguished group of professionals by chairing this committee and developing this White Paper. . A special thanks to those who provided stimulating suggestions, constructive feedback, and encouragement throughout the project.

I hope you find this document of value during your time as a chief officer.

Please remember this is our document, a living document that should be reviewed periodically to remain current.

Best Wishes,

A handwritten signature in blue ink, appearing to read "Jim Maxwell". The signature is fluid and cursive, with a large initial "J" and "M".

Jim Maxwell  
City of Batavia Fire Chief  
*January 2014*