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OVERALL ASSESSMENT

MODERATE ALIGNMENT

"Based on the materials provided, the resume demonstrates moderate alignment with the Fire Chief role, with strongest positioning in operational command, training leadership, and all-hazards experience, but strategic refinement is needed to strengthen executive-level scope, organizational administration, and large-system leadership alignment."

SELECTION ALIGNMENT GUIDE

Exceptional alignment: Highly competitive with minimal refinement needed.

Strong alignment: Competitive with targeted refinement.

Moderate alignment: Requires strategic refinement to strengthen positioning.

Limited alignment: Repositioning recommended.

EXECUTIVE SUMMARY

Experience reflects a seasoned fire service leader with long-tenured progression through operations, training, investigations, technical rescue, and acting executive coverage. Demonstrates credibility in emergency response command, shift leadership, training development, interagency coordination, and personnel supervision within an all-hazards Fire & EMS environment. Positioning indicates a respected internal senior officer profile with broad operational exposure and meaningful command experience.

For a Fire Chief search, however, hiring panels commonly evaluate external candidates against a narrower executive benchmark: sustained leadership at or near the top of the organization, clear authority over large-scale budgets and staffing, strategic planning ownership, succession planning, accreditation, community risk reduction, and engagement with governing executives. The resume communicates strong operational leadership, but it does not yet fully translate that experience into the executive language expected for a chief officer leading a large accredited system. This type of experience is commonly viewed as credible and promotable, but not automatically self-evident as top-tier Fire Chief

positioning without stronger framing.

Key differentiators include 27 years of progressive service, battalion-level command, training command, investigative oversight, technical rescue background, and temporary Acting Assistant Chief experience managing citywide staffing coordination. Demonstrates versatility across multiple core functions of a modern fire department. Experience reflects readiness to discuss operational credibility, workforce development, and incident leadership with confidence. The strongest competitive advantage is the combination of field command and training leadership, which supports a narrative around culture, readiness, and officer development.

Clarify executive scope more aggressively. Strengthen the resume by specifying span of control, number of direct and indirect reports, call volume exposure, budget authority, policy influence, labor relations exposure, and any role in strategic planning, standards of cover, accreditation, capital planning, or community risk reduction. Align language with the Fire Chief role by elevating bullets from task-based descriptions to organizational outcomes, leadership influence, and system-level decision-making.

Overall, competitiveness for the Fire Chief role is moderate rather than strong at present. Hiring panels may view this resume as a credible senior operations leader with promotable qualities, but likely below the strongest external finalists unless executive-level administration, fiscal stewardship, and strategic organizational leadership are more clearly documented and supported.

PANEL INTERPRETATION

Hiring panels may interpret this application as a solid and experienced battalion chief profile with legitimate command credibility, broad operational exposure, and useful acting executive experience, but with resume positioning that does not yet fully establish sustained Fire Chief-level leadership over a large, complex, accredited organization.

PERCEIVED STRENGTHS

- Demonstrates deep operational command experience across suppression, EMS, technical rescue, hazmat, training, and investigations.
- Experience reflects long-term progression and organizational loyalty, which supports credibility, institutional knowledge, and leadership maturity.
- Positioning indicates comfort in high-pressure decision-making and interagency coordination during major incidents.
- Demonstrates workforce development value through recruit training, annual training program development, and officer-level supervision.

POTENTIAL CONCERNS

- The resume does not clearly indicate sustained executive leadership at no more than two levels below the Fire Chief with broad administrative authority over a large division or department.
- The resume does not clearly indicate ownership of strategic planning, accreditation, standards of cover, community risk assessment, or long-range capital planning.
- Budget and personnel scope are underdeveloped, which may limit confidence in readiness for countywide fiscal stewardship and organizational administration.
- Community engagement, governing body exposure, labor relations, and public-facing executive communication are not clearly positioned.

Competitive Position: Relative to a typical Fire Chief candidate pool, this profile is likely competitive on operational credibility and training leadership but less competitive on documented executive administration and large-system

strategic leadership. This type of experience is commonly viewed as stronger for Assistant Chief, Deputy Chief, or Division Chief-level consideration unless the resume is reframed to better capture enterprise-level influence.

LEADERSHIP INDICATORS

Strategic Leadership	Moderately Demonstrated
Operational Leadership	Strongly Demonstrated
Community & Stakeholder Engagement	Limited Evidence
Crisis Management & Decision-Making	Strongly Demonstrated
Workforce Leadership & Development	Strongly Demonstrated
Communication & Alignment	Moderately Demonstrated
Accountability & Standards	Moderately Demonstrated
Change Management & Effectiveness	Moderately Demonstrated

KEY STRENGTHS

Operational Leadership

Demonstrates operational oversight and accountability through battalion-level command of multiple stations and companies in an all-hazards environment.

"Managed daily shift operations of 5 fire stations and 7 fire companies, oversaw emergency response activities, addressed personnel issues, and coordinated EMS resource deployment."

JOB ALIGNMENT

Aligns with the Fire Chief role's requirement to direct complex emergency service delivery, personnel utilization, and operational readiness.

PANEL RELEVANCE

Hiring panels commonly view multi-station command as strong evidence of field credibility and readiness for broader operational oversight.

Crisis Management and Decision-Making

Demonstrates the ability to lead in high-pressure environments across emergency incidents, technical rescue, hazmat, and citywide staffing coordination.

"Responded to emergency calls in leadership roles, coordinated activities among operations battalions during acting executive service, and previously led technical rescue and hazmat-related functions."

JOB ALIGNMENT

Aligns with the target role's expectation to ensure continuity of services during major incidents and all-hazards events.

PANEL RELEVANCE

This type of experience is commonly viewed as essential baseline credibility for a Fire Chief, particularly in agencies with complex operational demand.

Workforce Leadership and Development

Demonstrates leadership in developing and supporting personnel through recruit instruction, annual training program development, and mentoring responsibilities.

"Served as Lead Recruit Training Instructor, developed annual Fire and EMS training programs, trained lateral and new recruit hires, and supervised and mentored firefighters."

JOB ALIGNMENT

Aligns with the Fire Chief role's emphasis on succession planning, professional development, and maintaining a high-performing county team.

PANEL RELEVANCE

Hiring panels may view training leadership as a strong differentiator because it reflects influence on culture, readiness, and future leader development.

Accountability and Professional Standards

Experience reflects responsibility for maintaining professional standards through safety compliance, investigative oversight, and cross-disciplinary supervision.

"Ensured compliance with NFPA safety regulations, served as Deputy Fire Marshal of Investigations, managed 4 Fire Marshals and 1 Police Detective, and completed policy and supervisory leadership coursework."

JOB ALIGNMENT

Aligns with the target role's responsibility for policy compliance, professional standards, and safe service delivery.

PANEL RELEVANCE

Panels commonly value candidates who can connect operational leadership with compliance, investigations, and organizational accountability.

Executive-Level Scope and Organizational Administration

The resume communicates battalion-level and acting coverage experience, but it does not clearly indicate sustained executive authority over major divisions, enterprise-wide administration, or broad indirect span of control.

WHY THIS MATTERS IN SELECTION

Hiring panels may interpret this as a readiness question for leading an entire large Fire & EMS organization, especially against applicants with Deputy Chief, Assistant Chief, or Fire Chief titles and clearly documented department-wide authority.

RECOMMENDATION

Clarify enterprise-level responsibilities already performed. Strengthen positioning by adding direct and indirect staffing scope, citywide authority exercised during acting assignments, committee leadership, policy influence, and any department-wide administrative decisions.

HOW TO FIX IT — EXAMPLES

EXAMPLE 1

Served as Acting Assistant Chief overseeing daily staffing coordination across four operations battalions, aligning deployment decisions for more than 300 suppression and EMS personnel to maintain minimum staffing, specialty team coverage, and uninterrupted citywide response capability.

EXAMPLE 2

Directed multi-station battalion operations across 5 fire stations and 7 companies, supervising company officers and coordinating personnel actions, overtime management, and operational readiness decisions affecting frontline service delivery across an urban response district.

EXAMPLE 3

Partnered with command staff on department-wide administrative priorities including staffing allocation, policy implementation, training compliance, and resource planning, ensuring operational consistency across shifts and strengthening organizational accountability.

ADAPT THIS: These examples are starting points. Adjust the specifics to reflect your actual experience, numbers, titles, and scope before adding to your resume.

Strategic Planning, Accreditation, and Community Risk Positioning

The resume does not clearly indicate direct involvement in strategic plans, accreditation work, standards of cover analysis, deployment modeling, community risk reduction planning, or long-term organizational initiatives.

WHY THIS MATTERS IN SELECTION

This is a major differentiator in Fire Chief searches. Hiring panels commonly view the absence of these elements as a gap between strong operations leadership and full executive readiness.

RECOMMENDATION

Align the resume with strategic and organizational effectiveness language. Add any participation in planning committees, deployment reviews, training modernization, policy development, performance measurement, or risk-reduction initiatives. If formal accreditation work was limited, clarify adjacent contributions such as compliance systems, training standards, or operational readiness improvements.

HOW TO FIX IT — EXAMPLES

EXAMPLE 1

Led development of annual Fire and EMS training priorities aligned with operational risk, regulatory requirements, and department readiness goals, improving compliance tracking and supporting a more consistent citywide response capability.

EXAMPLE 2

Contributed to command-level planning efforts focused on staffing deployment, specialty team readiness, and operational resource alignment, helping position the department to meet service demand across high-volume response areas.

EXAMPLE 3

Implemented training and safety process improvements that standardized operational expectations across shifts, strengthened compliance with NFPA and Hazmat requirements, and supported continuous improvement in department-wide preparedness.

ADAPT THIS: These examples are starting points. Adjust the specifics to reflect your actual experience, numbers, titles, and scope before adding to your resume.

Fiscal Stewardship, External Relations, and Executive Presence

The resume includes one historical \$1 million equipment budget reference, but it does not clearly indicate annual budget development, capital planning, presentations, labor relations, board or executive engagement, or community-facing leadership.

WHY THIS MATTERS IN SELECTION

Hiring panels may interpret this as limited evidence of readiness for the political, fiscal, and stakeholder-facing dimensions of a Fire Chief role, even if operational leadership is strong.

RECOMMENDATION

Strengthen fiscal and stakeholder positioning by documenting budget preparation, purchasing authority, apparatus or capital input, grant participation, labor-management collaboration, public education leadership, and executive presentations. Clarify any interaction with city leadership, community groups, or cross-jurisdiction partners.

HOW TO FIX IT — EXAMPLES

EXAMPLE 1

Managed more than \$1 million in specialized rescue apparatus and equipment resources, prioritizing lifecycle readiness, replacement planning, and operational availability to support safe and reliable technical rescue response.

EXAMPLE 2

Represented operations and training priorities in command staff budget discussions, identifying equipment, staffing, and compliance needs and aligning resource requests with service delivery and firefighter safety objectives.

EXAMPLE 3

Delivered community preparedness and public education training through citizen emergency response programming, strengthening public awareness, cross-functional relationships, and trust in Fire & EMS service delivery.

ADAPT THIS: These examples are starting points. Adjust the specifics to reflect your actual experience, numbers, titles, and scope before adding to your resume.

KEYWORD ANALYSIS

[+] MATCHED KEYWORDS

- all-hazards response
- EMS
- incident management
- training
- hazmat
- technical rescue
- personnel management
- budgeting
- safety
- investigations
- strategic planning
- resource allocation

[-] MISSING KEYWORDS

- accreditation
- standards of cover
- community risk assessment
- succession planning
- capital improvement
- organizational change management
- labor relations
- performance measures
- community engagement
- public safety policy
- continuous improvement
- executive leadership

How to incorporate: Incorporate missing keywords only where supported by actual experience. Strengthen bullets to reflect succession planning through recruit and officer development, organizational change through training or process improvements, community engagement through CERT instruction, and executive leadership through acting chief responsibilities, budget participation, and command staff collaboration.

REWRITTEN RESUME BULLETS

ORIGINAL

Managed daily shift operations of 5 fire stations (7 fire companies) while addressing personnel issues.

IMPROVED

Directed daily battalion operations across 5 fire stations and 7 companies, coordinating staffing, personnel actions, and operational readiness to maintain consistent frontline Fire & EMS service delivery.

Strengthens executive tone, clarifies operational scope, and frames the work around service continuity and leadership accountability.

ORIGINAL

Oversaw emergency response activities and ensured efficient deployment of EMS resources.

IMPROVED

Oversaw emergency response operations and deployment decisions for suppression and EMS resources, supporting timely incident coverage and effective utilization of available personnel and apparatus.

Improves clarity and positions the work as command-level resource management rather than a general duty statement.

ORIGINAL

Developed and implemented annual Fire and EMS training programs for operations personnel, enhancing incident management capabilities and ensuring compliance with Hazmat regulations, resulting in a 30% reduction in incident response times.

IMPROVED

Led annual Fire and EMS training program development for operations personnel, standardizing incident management and Hazmat readiness requirements and contributing to improved response performance across the department.

Retains the leadership value while making the outcome more credible and better aligned with department-wide readiness language.

ORIGINAL

~~Managed city-wide personnel sta;ing and schedule coordination to ensure effective public safety operations~~

IMPROVED

Served as Acting Assistant Chief with responsibility for citywide staffing coordination, aligning personnel assignments across operations battalions to preserve minimum staffing, specialty coverage, and uninterrupted emergency response capability.

Elevates the acting assignment into stronger executive language and clarifies organizational impact.

ORIGINAL

~~Managed a team of investigators, overseeing 4 Fire Marshals and 1 Police Detective.~~

IMPROVED

Supervised a multidisciplinary investigative unit of 4 Fire Marshals and 1 Police Detective, directing fire cause and origin investigations and supporting coordinated enforcement efforts related to arson and associated criminal activity.

Adds professionalism, clarifies cross-agency scope, and reinforces accountability and investigative leadership.

PRIORITIZED RECOMMENDATIONS

PRIORITY 1

Rebuild the top third of the resume around executive scope, not general skills.

WHY THIS MATTERS

Hiring panels form an early judgment from the opening summary and first major role entry. Current positioning is too operationally generic for a Fire Chief search.

HOW TO IMPLEMENT

Replace the skills list and summary with a chief-level profile highlighting years of service, all-hazards command, acting executive coverage, training leadership, investigative oversight, budget exposure, and organizational influence.

IMMEDIATE

PRIORITY 2

Quantify span of control, staffing complexity, and organizational scale throughout the resume.

WHY THIS MATTERS

Clarity and strength of positioning are major score drivers. Numbers help panels calibrate leadership level quickly.

HOW TO IMPLEMENT

Add direct reports, indirect reports, number of stations, companies, shifts, recruits trained, investigators supervised, and any citywide staffing totals or call environment context.

IMMEDIATE**PRIORITY 3**

Strengthen strategic and administrative language in each command assignment.

WHY THIS MATTERS

The current resume emphasizes duties more than outcomes and organizational influence.

HOW TO IMPLEMENT

Rewrite bullets to show policy implementation, resource allocation, compliance systems, planning participation, workforce development, and measurable improvements tied to department readiness.

SHORT-TERM**PRIORITY 4**

Address Fire Chief-specific gaps through a tailored cover letter and interview narrative.

WHY THIS MATTERS

Some executive elements may exist but are not fully captured in the resume. A strong narrative can close part of the gap during selection.

HOW TO IMPLEMENT

Prepare a concise leadership case focused on readiness to scale operational expertise into strategic leadership, fiscal stewardship, succession planning, and community trust-building.

SHORT-TERM**PRIORITY 5**

Evaluate whether additional documentation of executive readiness can be added before submission.

WHY THIS MATTERS

For a role of this scope, supplemental evidence can materially improve competitiveness.

HOW TO IMPLEMENT

Consider adding selected accomplishments involving command staff committees, budget input, policy work, labor collaboration, public presentations, accreditation support, or capital planning if factually supported.

STRATEGIC

NEXT STEPS CHECKLIST

**HIGH**

Rewrite executive summary and remove generic skills block

Lead with Fire Chief-level positioning, years of service, all-hazards command, acting executive experience, and organizational leadership themes.

☐ **HIGH Add quantified scope to each major assignment**

Include stations, companies, personnel, budgets, training cohorts, investigative team size, and any citywide staffing figures.

☐ **HIGH Develop 4 interview stories using STAR format**

Prepare stories on acting chief coverage, training leadership, major incident command, and investigative accountability.

☐ **HIGH Identify all strategic planning, budget, and policy contributions not currently listed**

Bring notes on committees, planning sessions, budget requests, policy implementation, and executive presentations for possible resume integration.

☐ **MEDIUM Review certification portability and Florida credential pathway**

Be ready to address ability to obtain required Florida certifications within stated timelines.

☐ **MEDIUM Prepare a targeted cover letter for the Fire Chief role**

Align experience with growth, modernization, workforce development, and all-hazards leadership priorities in the position described.

INTERVIEW PREPARATION GUIDE

Likely Interview Questions

"Describe the largest span of control you have held, including direct and indirect reports, and how that experience prepares you to lead an entire Fire & EMS organization."

Why they ask: The panel wants to assess whether operational command experience translates to enterprise leadership.

SUGGESTED APPROACH

Answer with concrete numbers, explain daily decision authority, describe how you influenced officers and multiple stations, and connect that scope to department-wide leadership readiness.

Caution: Do not answer only with title history. Clarify actual authority, complexity, and outcomes.

"What strategic planning experience do you have beyond day-to-day operations?"

Why they ask: The panel needs evidence of readiness for long-range planning, modernization, and organizational direction.

SUGGESTED APPROACH

Use examples from training program development, budgeting participation, staffing coordination, and any command staff planning involvement. Connect operational insight to future deployment, readiness, and workforce planning.

Caution: Avoid overstating formal strategic plan ownership if it is not documented. Be precise about your role.

"Tell us about your budget experience and how you approach stewardship of public resources."

Why they ask: Fiscal stewardship is central to chief-level selection.

SUGGESTED APPROACH

Discuss the \$1 million rescue budget, any purchasing or replacement planning, and how you balanced readiness, safety, and cost discipline. If you contributed to larger budgets, explain that contribution clearly.

Caution: Do not leave the impression that budget experience was limited to equipment tracking if more substantive stewardship exists.

"How have you developed future leaders and supported succession planning?"

Why they ask: The role emphasizes leadership pipeline development and organizational continuity.

SUGGESTED APPROACH

Frame recruit training, annual training programs, mentoring firefighters, and officer development as a deliberate leadership system. Explain how you identify talent, coach performance, and prepare members for advancement.

Caution: Avoid describing training only as curriculum delivery. Emphasize leadership development outcomes.

"What experience do you have working with community stakeholders and building public trust?"

Why they ask: The panel is assessing community-facing leadership and executive communication.

SUGGESTED APPROACH

Use CERT instruction, public education, interagency coordination, and any public-facing incident communication or outreach. Connect these experiences to transparency, service, and trust.

Caution: Do not imply extensive community engagement if the resume support is limited. Use what is real and discuss how you would expand it as Fire Chief.

"Why are you ready for a Fire Chief role in a large, accredited, growing system?"

Why they ask: The panel wants to hear the advancement case directly and assess executive presence.

SUGGESTED APPROACH

Build a concise narrative around 27 years of progressive all-hazards leadership, multi-function command experience, acting executive exposure, training leadership, and readiness to scale operational knowledge into strategic department leadership.

Caution: Do not make the answer defensive. Be confident, specific, and forward-looking.

Stories to Prepare (STAR Method)

Citywide Staffing and Executive Coverage

Draw from: Acting Assistant Chief, Dec 2022 - Mar 2023

This is the clearest bridge from battalion command to chief-level organizational leadership.

- **Situation:** A period of citywide staffing complexity required centralized coordination across multiple operations battalions.
- **Task:** Maintain service continuity, minimum staffing, and operational readiness across the system while supporting emergency response demands.
- **Action:** Explain how staffing decisions were prioritized, how battalion coordination occurred, how shortages or conflicts were resolved, and how communication was maintained with command staff and field officers.
- **Result:** Describe measurable or observable outcomes such as uninterrupted coverage, reduced staffing gaps, improved coordination, or stabilized operations during a demanding period.

Training Modernization and Readiness Improvement

Draw from: Battalion Chief of Training, 2015-2018

Supports strategic leadership, workforce development, and organizational effectiveness.

- **Situation:** Operations personnel required consistent annual Fire and EMS training aligned with safety, incident management, and Hazmat requirements.
- **Task:** Develop and implement a training program that improved readiness and compliance across the department.
- **Action:** Describe needs assessment, curriculum development, instructor coordination, compliance tracking, and how training was aligned with operational risk.
- **Result:** Explain improvements in readiness, consistency, compliance, or response performance, using credible metrics where available.

Complex Technical Rescue or Major Incident Command

Draw from: Fire/Technical Rescue Captain and Battalion Chief operations experience

Demonstrates command presence, decision-making, and all-hazards credibility.

- **Situation:** A high-risk rescue or major emergency required coordinated command under pressure.
- **Task:** Lead safe and effective incident operations while managing personnel, hazards, and interagency coordination.
- **Action:** Walk through scene assessment, command structure, resource requests, safety controls, and communication decisions.
- **Result:** Highlight life safety outcomes, risk reduction, operational efficiency, and lessons carried forward into policy or training.

Investigative Oversight and Accountability

Draw from: Deputy Fire Marshal of Investigations, 2015-2016

Shows professional standards, cross-agency collaboration, and leadership beyond suppression operations.

- **Situation:** A fire investigation involved potential criminal activity and required coordinated investigative oversight.
- **Task:** Direct the investigative team, ensure sound cause-and-origin work, and coordinate with law enforcement partners.
- **Action:** Explain supervision of investigators, evidence handling expectations, interagency communication, and accountability measures.
- **Result:** Describe investigative quality, collaboration outcomes, and how the experience shaped your leadership approach to standards and integrity.

Questions to Ask the Panel

- How does the organization define success for the Fire Chief in the first 12 to 24 months, particularly around growth, deployment, and organizational development?
- What are the most important strategic initiatives currently requiring executive attention across operations, training, prevention, and EMS?
- How are accreditation, performance measurement, and community risk reduction currently integrated into department decision-making?
- What leadership qualities have been most effective in navigating cross-department collaboration and county-level priorities in this role?
- How does the organization approach succession planning and development of future chief officers across the department?

COACHING CALL PREPARATION

Before Your Call

Prepare current resume in editable form, a list of actual staffing and budget figures, examples of strategic planning or policy involvement, and notes on any board, executive, labor, or community-facing interactions.

Documents to review: Current resume, target job description, draft cover letter if available, and any supporting notes on budget, staffing, planning, or command staff assignments.

Suggested Topics

- Fire Chief-level positioning strategy
- How to translate battalion experience into executive language
- Quantifying scope and span of control
- Building a credible strategic leadership narrative
- Interview answers for budget, succession planning, and community trust

Focus Areas

- Executive summary rewrite
- Scope clarification
- Strategic planning narrative
- Interview readiness for chief-level questions

POSITIONING SUMMARY

YOUR STORY TO TELL

Your story to tell is that you bring 27 years of progressive all-hazards fire service leadership built from the ground up, with real command credibility in operations, training, investigations, technical rescue, and acting executive coverage. Your leadership value that many competitors cannot replicate is the combination of frontline command judgment and

department-wide training influence that shapes both emergency performance and the next generation of officers. You are positioned now to step from battalion-level command into a broader chief officer role that demands operational credibility, disciplined leadership, and long-range organizational impact.



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This assessment reflects how hiring panels may interpret the submitted materials and is intended as advisory guidance.

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