

Steven A. Locke

570 Quechee Road
Hartland, VT 05048

Phone: (802) 356-1376 ♦ email: stevenalocke@comcast.net

September 30, 2015

Honorable Miro Weinberger, Mayor
200 Church Street, Suite 102
Burlington, VT 05401

Dear Mayor Weinberger:

It is with a great deal of enthusiasm that I submit my resume for the position of Fire Chief with the City of Burlington.

Education and experience have taught me not only the strategic and tactical skills needed for this position, but also the importance of understanding the dynamic role human behavior plays in the fire service. I have completed my master's degree, am a graduate of the National Fire Academy's Executive Fire Officer Program and credentialed as a Chief Fire Officer through the Center for Public Safety Excellence. The skills gained from these formal educational opportunities have helped me to be a more effective leader, and will provide valuable tools for the future.

Recently, when the town's long time manager suddenly resigned, I was appointed the interim town manager for the Town of Hartford. The Town has begun a national search but I am entrusted to lead this community until a successor can be found. I have the full support of both our selectboard as well as the department heads; for this, I am grateful.

I rose through the ranks of the Hartford Fire Department and I am extremely proud of our accomplishments. We remain the only accredited fire department in New England, and one of approximately 200 nationwide. During my tenure as fire chief we have developed a new strategic plan, revised our standards of response coverage and solidified our position as a full service, customer oriented department. These are all traits that I wish to bring to the City of Burlington.

I am a tremendous believer in the fire accreditation process and the benefits it brings to the department, the city and the community. I serve as a peer team leader on accreditation site visits and am well versed in what it takes to make a fire department accredited. I am committed to ensuring that the Burlington Fire Department becomes an accredited agency.

I appreciate the opportunity to be considered for this position, and thank you for taking the time to review my resume. I look forward to discussing this opportunity with you and for the prospect of being the leader of the Burlington Fire Department.

Sincerely,



Steven A. Locke

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HUMAN RESOURCES

Steven A. Locke
570 Quechee Road
Hartland, Vermont 05048
Phone: (802) 356 – 1376 ♦ email: stevenalocke@comcast.net

Experience

Interim Town Manager, Town of Hartford, VT
(8/2015 – present)

- Appointed interim manager upon the sudden resignation of long time manager
- Responsible for all facets of municipal management of a community of 10,000 residents
- Management of 15 million dollar operating budget with 100 employees
- Serve a seven member selectboard, navigating through a time of change.

Fire Chief, Hartford Fire Department, Hartford, VT
(2008 to 2/2013, 9/2014 to 8/2015)

- Responsible for career staff of 21 & 10 paid on call personnel
- Management of a 3.1 million dollar budget
- Coordinate fire suppression & ALS transport services to 10,000 residents
- Responsible for fire prevention division which conducts inspections & plan reviews
- Led department through re-accreditation with Center for Public Safety Excellence
- Serve as the designated Emergency Management Director

Public Safety Director, Town of Hartford, VT
(2013 to 2014)

- Responsible for police, fire and communications departments
- Management of a 6.5 million dollar budget
- Upgraded communications system to newer technology
- Oversight of 50 personnel

Captain/ Emergency Medical Technician, Hartford Fire Department, Hartford, VT
(2007 to 2008)

- Serve as Shift Commander including fire ground leader
- Coordinate response to fire and medical incidents
- Responsible for all Department fire training
- Created/revised Department standard operating procedures

Lieutenant/Emergency Medical Technician, Hartford Fire Department, Hartford, VT
(2006 to 2007)

- Command responsibilities at emergency incidents
- Direct daily activities, training, projects
- Assist with SOP revisions
- Managed grant activities

Firefighter/Emergency Medical Technician, Hartford Fire Department, Hartford, VT
(1992 to 2006)

- Participate in several facets of today's fire service: suppression, prevention, EMS, technical rescue
- Served on numerous department committees including accreditation and VOSHA 1910.134 review

Education

Master of Science (2007 to 2008)
Major: Executive Fire Service Leadership
Grand Canyon University (Phoenix, Arizona)

Executive Fire Officer Program (2004 to 2007)
National Fire Academy (Emmitsburg, Maryland)
Selected for program participation as a "key leader"

Education continued

Bachelor of Science (1999 to 2002)
Major: Municipal Fire Administration
Empire State College (Saratoga Springs, New York)
Recipient of the 2002 Chancellor's Award for Student Excellence

Associate of Science (1997 to 1999)
Major: Fire Science
Community College of Vermont (Waterbury, Vermont)

Leadership

- Center for Public Safety Excellence (2008 - present)
- Chairman of the Commission on Professional Credentialing
 - Serve as peer assessor/team leader for departments seeking accreditation
 - Chosen as a mentor for agencies in the accreditation process
 - Function as an evaluator for those seeking Chief Fire Officer credentials
- President, Vermont Career Fire Chiefs' Association (2010 - 2013)
- Represent Association on numerous State committees/organizations
 - Lobby legislators on behalf of group on fire service issues
 - Assist in development of goals & objectives
- Member, Vermont Technical College Fire Science Advisory Group (2006 – present)
- Fire service representative to program development
 - Identified & recommended curriculum
 - Assisted in hiring process
 - Advocated & received initial funding
- Labor Representative, Vermont Occupational Safety Review Board (2003 – 2008)
- Governor Appointment
 - Review and stipulate penalties & fines
 - Participate in dispute hearings
 - Ensure compliance with state worker safety laws
- President, Professional Fire Fighters of Vermont (1998 to 2007)
- Establish organizational goals and objectives
 - Develop and implement budgets
 - Lobby state legislative leaders to advance firefighter issues
 - Represent members at events around the state and nation
- Career Representative, Vermont Fire Service Training Council (1998 to 2003)
- Develop policies and procedures for Vermont Fire Academy
 - Implement training requirements for firefighters
 - Provide guidance to Vermont Fire Academy staff
 - Develop budget limits and identify funding sources

Qualifications

Chief Fire Officer (CFO)	Vermont Firefighter II
Executive Fire Officer (EFO)	Vermont Fire Instructor I
NFPA Fire Inspector I	Vermont EMT
Vermont Fire Officer II	

Accomplishments

- Twice led department through re-accreditation with the Center for Public Safety Excellence. Remain the only accredited fire department in New England.
- Developed and continually update department strategic plan which serves as guiding document for organization.
- Composed and was awarded a regional Fire Act grant for new computer aided dispatch software (CAD). The system has been successfully installed including mobile data computers with automatic vehicle locators. Only fire agency in the state to use this technology.
- Invited ISO to conduct a review the department which resulted in a reduction in the rating from a 6/9 to 3/6.
- Applied for and received numerous state homeland security grants for communications, training, overtime and equipment.
- Received a Fire Act grant for evaluation of the department's rural water supply capabilities, new equipment for rural water supply delivery and training for staff to prepare for fires in rural areas.
- Implemented a cloud based software program for the management of all standard operating procedures and updated all documents within the agency.
- Revamped the Fire Prevention Division, created the position of fire marshal, implemented company based inspection program, and focused inspection on apartments and condominiums that had not been inspected in years.
- Modified current training classroom so that it could be used as a formal emergency operations center (EOC). Community had previously not had the capability. Updated emergency operations plan and used both to help manage large scale natural disaster that occurred in 2011.
- Implemented numerous systems based procedures to ensure consistency amongst shifts and accurate documentation of events.
- Created and updated the department's strategic plan with the assistance of command staff and external stakeholder feedback.
- Served on a working group representing the fire chiefs to establish a statewide testing procedure for recruit firefighters that utilizes the IAFF CPAT practical.
- Appointed by the Governor to represent the fire service on the state's public safety broadband commission.
- Hired a mechanic to perform preventative maintenance and general repairs to all Town vehicles. Encouraged mechanic to obtain national certification and now is the only certified emergency vehicle technician (EVT) in the state of Vermont.