



# **Today's Environment and Challenges for a New Training Chief**

**Ernie Spreitzer**  
**Division Chief of Training**



# Objectives

- **Brief history of myself and my department**
- **Discuss today's environment in the fire service**
- **Discuss challenges for any Training Chief, specifically someone new to the position.**





**Not all environments are equal, and you may have different challenges, so please discuss them! This is more of a discussion than traditional presentation.**

The background image shows the Pembroke Pines Fire Rescue Training Facility. On the left is a tall, tan-colored building with red accents and a sign that reads "PEMBROKE PINES FIRE RESCUE TRAINING FACILITY". To its right is a larger, white building with a sign that reads "City of Pembroke Pines Fire Rescue Training Facility". In the foreground, there is a paved area with yellow and white markings, a flagpole with an American flag, and a fenced-in area. The sky is blue with some clouds.

# **Why are you here?**

- **I am here because I have always wanted to be the Training Chief.**



# 3 Things I've Always Loved:

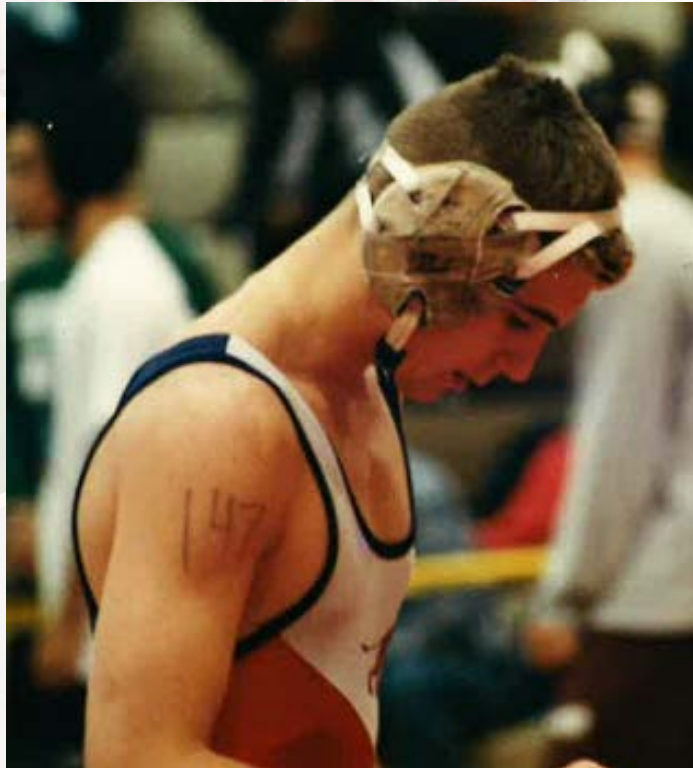
## 1. The Fire Service





# 3 Things I've Always Loved:

## 2. Competing





# 3 Things I've Always Loved:

## 3. Coaching





# **A love for the Fire Service, Competition, and Coaching = Training Chief**

**Turns out I am not the guy in gear demonstrating or teaching classes, and I definitely do not go on that many alarms anymore.**





# City of Pembroke Pines

**Approx. 175,000 residents    34 square miles**

**6 Fire Stations    198 shift personnel and 216 total Firefighters**

**Approx. 23,000 Emergency Responses per year**

**1 of 19 Fire Departments in Broward County (Important)**

**ISO CLASS 1 SINCE 1998**



- Long history of a strong emphasis on company and facility training
- Difficult recruit camp
- Retired Chiefs understood the importance of training and started making investments (Planted seeds for the future) in Pembroke Pines Fire Rescue
- Pembroke Pines was in the shade for many years.











**WHEN DOES**

**HURRICANE**

**SEASON**

**START?**





# **Today's Environment**

**Someone describe today's environment as it relates to the fire service and the workforce?**





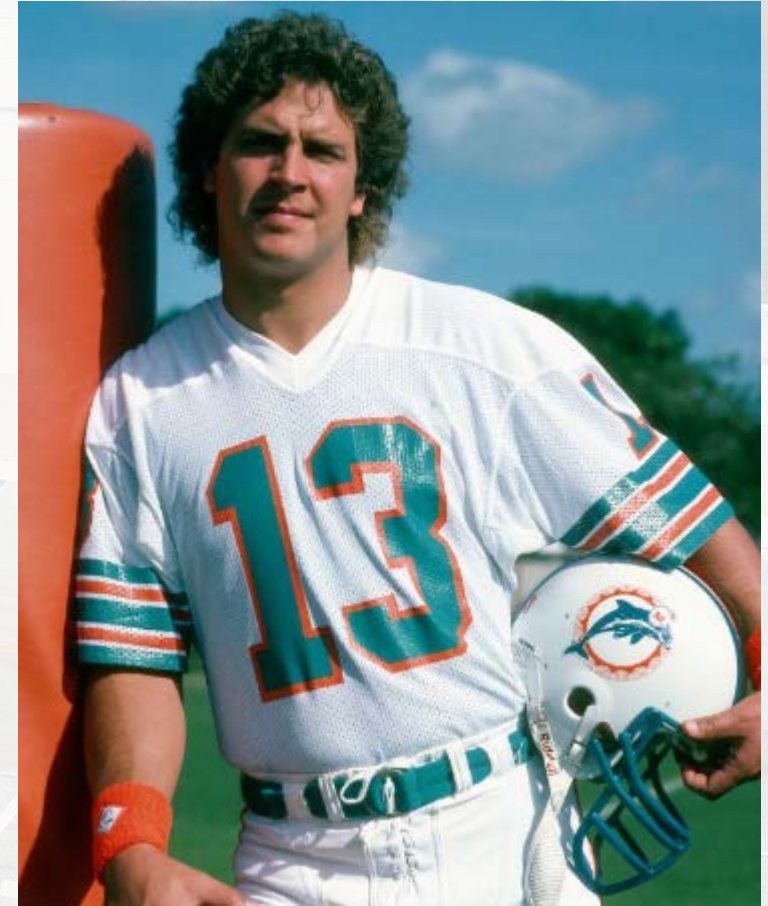
**Is my environment down south different or are we all going through similar things?**

**FDIC round table. Topic #1?**

**Recruitment/Retention**



# OLD ENVIRONMENT





# NEW ENVIRONMENT





# Today's Environment

BREAKING: UCLA transfer QB Joey Aguilar is expected to transfer to Tennessee, @PeteNakos\_ reports 🍌

[on3.com/college/tennes...](https://on3.com/college/tennes...) Show more



**QB JOEY AGUILAR**  
**A** *Ucla* >> **T**

**Loyal vs Smart**  
**Spoiled vs Educated**



## A-List Announcement



FSFC A-List <fsfcalistmail@myfloridacfo.com>

To Spreitzer, Ernest



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Division Chief of Operations & Safety, [Suwannee County Fire Rescue](#)  
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Fire Protection Specialist, [Division of State Fire Marshal-Tallahassee](#)

FF/EMT, FF/Paramedic, [Marion County Fire Rescue](#)  
FF/Paramedic, [Marion County Fire Rescue](#)  
FF/EMT, [Marion County Fire Rescue](#)

Fire Inspector, [The Villages Public Safety Department](#)

Single Cert EMT-UF Mobile Stroke Treatment Unit,  
[The Villages Public Safety Department](#)

Single Cert Paramedic-UF Mobile Stroke Treatment Unit,  
[The Villages Public Safety Department](#)  
Manager-UF Mobile Stroke Treatment Unit,  
[The Villages Public Safety Department](#)

FF/EMT, FF/Paramedic, [Pembroke Pines Fire Rescue](#)  
FF/Paramedic, [Hardee County Fire Rescue](#)  
Fire Chief, [City of Clearwater Fire & Rescue](#)

Fire Prevention Inspector, [Brevard County Fire Rescue](#)

FF/EMT, FF/Paramedic, [Longwood Fire Department](#)

FF/Paramedic, [Coral Springs-Parkland Fire Department](#)

Fire Inspector, [Sumter County Fire & EMS](#)

FF/EMT (\*Paramedic preferred), [City of Kissimmee Fire Department](#)

FF/Paramedic, [Fort Lauderdale Fire Rescue](#)

FF/EMT, [Winter Haven Fire Department](#)

Fire Captain, [City of Lake Alfred Fire Department](#)

FF/EMT, FF/Paramedic, [High Springs Fire Department](#)

FF/EMT (\*Paramedic preferred), [Lake County Fire Rescue](#)

FF/EMT, FF/Paramedic, Paramedic, [City of Maitland Fire Rescue Department](#)

Fire Inspector, [City of Maitland Fire Rescue Department](#)

Firefighter, [Lee County Airport Authority](#)



# Today's Environment

I'm not here to bash this generation

- Microwaveable
- Is failure an option?
- Work life balance
- Corporate America





# Pines Hiring and Promotional Exams

- Administered 5 exams with 4 scheduled by the end of the year.
- Starting 4<sup>th</sup> recruit class in June.
- Retention has become an issue.
- Every action has a reaction.
- The people leaving are the ones that should be testing.
- Who reduces eligibility with promotional exams?
- This puts added stress on Training Division for better Officer Development Programs, in-service training, and mentorships. (Challenges)



An aerial view of the City of Pembroke Pines Fire Rescue Training Facility. The facility consists of a large, single-story white building with a flat roof and several windows. To the left is a taller, tan-colored structure with red accents and a sign that reads "PEMBROKE PINES FIRE RESCUE TRAINING FACILITY". In front of the white building is a paved parking lot with several marked spaces, some of which are empty. A chain-link fence runs along the bottom of the parking lot. The sky is blue with scattered white clouds. The text "Challenges" is overlaid in large, bold, black letters in the center of the image.

# Challenges

**Administrative Challenges and Evolving Challenges**



The background image shows the Pembroke Pines Fire Rescue Training Facility. On the left is a tall, tan-colored building with a sign that reads "PEMBROKE PINES FIRE RESCUE TRAINING FACILITY". To its right is a larger, white, single-story building with two large red doors. A sign above the doors reads "City of Pembroke Pines Fire Rescue Training Facility" and "1101". In front of the white building is a paved area with yellow and white parking lines. A chain-link fence runs along the bottom of the frame. The sky is blue with scattered white clouds.

# **Administrative Challenges**

**What is the most important job of a Training Chief?**

# **Who am I... (changes daily)**

**Recruiter**

**Accountant**

**Business Manager**

**Most importantly The Training Chief**





The background image shows the Fire Rescue Training Facility, a large white building with red doors and a sign that reads "Fire Rescue Training Facility". To the left is a taller, tan-colored building with a sign that reads "PENSACOLA FIRE RESCUE TRAINING FACILITY". The facility is surrounded by a parking lot and a chain-link fence. The sky is blue with some clouds.

# **“Time Management“**

**Example:**

**Prepping for this project**

**Any Chief in here feel like 40 hours is enough?**



# NEEDS VS WANTS







# What is Driving Your Training Division

**Hiring and promoting faster than ever before**

- \* hired 112 in 4 years, every promotional exam yearly

**Confidence**

- \* keep skills up to par, new people in each spot

**New In-Service Training**

- \* new equipment or techniques to stay current

**Increase in requests for external classes**

- \* why pay when you can host (Paramedic, Promotional)



# **“Lack of Experience”**

- **Simply knowing what to do and how to do it!**
  - **Who was made for administration life?**
    - **No ODP for Administrative Chiefs.**



# Examples:

1. FCDICE – Certifications, Supplemental Comp
2. Pivot tables – Tracking retirements, vacancies
3. Collective Bargaining Agreement – Exams, Reimbursements
4. Budget – Procurement, Finance

## ARTICLE 34 PROMOTION, EMPLOYMENT AND REEMPLOYMENT

34.01 The establishment of the qualifications and standards for initial hiring (prior to the date of hire) is being solely reserved as a right of management.

34.02 All new employees covered by this agreement shall be subject to a probationary period of employment. The probationary period for new hired employees shall be twelve (12) months of employment, with a minimum of nine (9) months spent on shift assignment. In the event the mandatory completion nine (9) months on shift assignment takes the employee past the normal twelve (12) month employment anniversary, the employee will be entitled to the appropriate pay retroactively to the twelve (12) month anniversary, upon completion of probation. Additionally, the employee will retain the original twelve (12) month employment anniversary date, for purposes of promotional exams, seniority, etc.

Employees hired on or after October 1, 2024, shall be required, as a condition of employment, to be certified by the State of Florida to act as a Paramedic within thirty-six (36) months of their hire date. Failure to obtain such certification within thirty-six (36) months of date of hire shall result in discharge.

34.03 During the probationary period for new hired employees such probationary employees may be laid-off, disciplined, or discharged. Probationary Firefighters are subject to all rules of probationary employees as set forth in the Employee Handbook & City Policies of the City of Pembroke Pines and this Agreement. Provisions as to seniority shall not apply to the probationary employees; rather, seniority shall date back to the initial or adjusted date of employment after an employee successfully completes their probationary period. If more than one employee is hired on the same day or has the same adjusted date of employment, seniority shall be determined by the final adjusted entrance exam test score. If a tie still remains, the application date and time of submittal will be used to establish seniority.

34.04 Probationary new hired employees shall not be entitled to use leave during their probationary period with the exception of sick time, unless permission for use of such leave is granted by the Fire Chief or designee.

34.05 An employee's starting date of employment for purposes of calculating probationary status, benefits and seniority shall be adjusted if the employee takes leave without pay for more than 12 weeks. For example, should an employee take sixteen (16) weeks of leave without pay, the employee's starting date of employment will be adjusted by moving the employee's original date up four (4) weeks. Should the employee be in their probationary period at the time they take leave without pay, the employee's probationary period shall be extended in proportion to the days they were on such leave.



## Florida Department of Financial Services

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A photograph of the Pembroke Pines Fire Rescue Training Facility. The facility consists of a large, light-colored building with a flat roof and several windows. To the left is a taller, tan-colored structure with red accents. A sign on the tan structure reads "PEMBROKE PINES FIRE RESCUE TRAINING FACILITY". The main building has a sign that reads "Pembroke Pines Fire Rescue Training Facility" and the number "1101" above a red door. An American flag flies on a pole in the foreground. The facility is surrounded by a parking lot and a grassy area.

# **“Help”**

**Staffing – Do you have help?**

**Training Instructors or is just you?**

**Social Media or lack of?**

**Video from Interview, Recruit Class, Life at station because of reputation**



# **“Time Management”**

**\* My nickname in Admin is “Sidetrack Spreitzer”**

**PRIORITIZE TO THE BEST OF YOUR ABILITY**

**FC? CBA? CRYSTAL BALLS**

**3 R’s Principle**

**Right Thing for the Right reason at the Right time**





# **“Lack of Experience”**

**No substitute for experience but know your resources**

**People in this room that have helped me out along the way, which is a positive for the new environment!**

**Big shout out to the Broward County Training Subcommittee**

**I am looking into creating a Leadership Academy**

**\*Read everything and you'll be a better administrator immediately\***

The background image shows the Pembroke Pines Fire Rescue Training Facility. It features a large, multi-story building with a tan and red color scheme. A sign on the building reads "Pembroke Pines Fire Rescue Training Facility". In the foreground, there is a paved area with yellow and white markings, and a chain-link fence. The sky is blue with some clouds.

# **“Help”**

**Potentially the hardest to deal with.**

**Hard to add spots to training if you have vacancies on the floor.**

**Engage with Fire Chief to budget for the future.**

**“Pines Model”**



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# **Evolving Challenges**

**What are some of the big changes in the industry right now causing challenges?**



# “Training in Gear Regularly”

- Are we putting our people at risk training in gear? Or is this part of what we signed up for?
- What about High School Explorer Programs?

## PFAS “FOREVER CHEMICALS”

Discover how we are leading the charge in addressing PFAS contamination in fire fighter protective gear. Learn about the IAFF's ongoing advocacy efforts, research, and member-focused initiatives meant to safeguard your health and protect you from toxic chemicals.





# **“Electric State of Mind”**



**What equipment do you carry for this situation?**  
**How are you training to prepare?**

# “Foam Or No Foam”

- Are you flowing foam routinely as part of your maintenance?
- First Monday of the month

## Companies Sold Firefighting Foam for Decades Despite Possible Health Risks

Chemical-based firefighting foam or AFFF has been sold for decades because of its effectiveness in extinguishing jet fuel and petroleum fires. However, it may cause various types of cancer — most notably kidney, testicular, and pancreatic cancer — in firefighters who were regularly exposed to the foam.

### PEMBROKE PINES FIRE RESCUE

#### DAILY WORK SCHEDULE FIRE CHIEF'S POLICY 10.1.05

1300	Monday	<ul style="list-style-type: none"><li>- G.I. vehicle equipment</li><li>- Frontline vehicle compartment inventory</li></ul>
	Tuesday	<ul style="list-style-type: none"><li>- G.I. stove</li></ul>
	Wednesday	<ul style="list-style-type: none"><li>- Spare truck compartment inventory</li><li>- Ladder raise</li></ul>
	Thursday	<ul style="list-style-type: none"><li>- G.I. kitchen cabinets</li></ul>
	Friday	<ul style="list-style-type: none"><li>- G.I. bathroom</li></ul>
	Saturday	<ul style="list-style-type: none"><li>- Rescue supplies high-low inventory, all vehicles</li><li>- G.I. exercise room, wax assigned station vehicles</li><li>- Disinfect all units using the Clorox Total 360</li></ul>
	First Monday	<ul style="list-style-type: none"><li>- Clean all station windows</li><li>- Engine/Platform/Ladder pump maintenance</li><li>- Inspect and flow foam system at 1/2% concentration</li></ul>
	First Tuesday	<ul style="list-style-type: none"><li>- G.I. turnout gear room</li></ul>
	First Wednesday	<ul style="list-style-type: none"><li>- Lube assigned ladder assembly</li></ul>
	First Thursday	<ul style="list-style-type: none"><li>- Apparatus bays and cobwebs</li><li>- G.I. maintenance room/washer room</li></ul>
	First Friday	<ul style="list-style-type: none"><li>- Disinfect Station using Clorox Total 360</li><li>- Comprehensive vehicle maintenance Stations 33, 69, 79, 89, 99 and 101</li><li>- G.I. and Inventory Rescue Supply Room</li></ul>





# Recap

- **Time – Prioritize. Everyday I try to be a better administrator.**
- **Knowing what to do – Be involved and build relationships**
- **Staffing – Current Environment**
- **Evolving Challenges – My answers are evolving**





# Solutions

- **Maybe I'll have them next year!**







Ernest Spreitzer

Division Chief of Training

[espreitzer@ppines.com](mailto:espreitzer@ppines.com)

O – 954-499-9527

C – 954-592-1908