



City of Denton

City Hall
215 E. McKinney St.
Denton, Texas 76201
www.cityofdenton.com

Meeting Agenda

Civil Service Commission

Wednesday, April 22, 2026

1:00 PM

City Hall East
Human Resources Training Room

After determining that a quorum is present, the Civil Service Commission of the City of Denton, Texas will convene in a Regular Meeting on Wednesday, April 22, 2026, at 1:00 p.m. in the EOC Training Room at the Central Fire Station, 332 E. Hickory Street, Denton, Texas at which the following items will be considered:

1. ITEMS FOR CONSIDERATION

- A. [CSC26-020](#) Introduction of guests.
- B. [CSC26-021](#) Receive public comments.
- C. [CSC26-022](#) Consider approval of the minutes from the March 25, 2026, meeting.
Attachments: [March 25, 2026 Minutes FINAL](#)
- D. [CSC26-023](#) Hold discussion and take action on the appealed questions from the Fire Battalion Chief Examination that was administered on March 3, 2026.
Attachments: [Exhibit 1 - Agenda Information Sheet - Fire Battalion Chief Appeals](#)
[Exhibit 2 - Fire Battalion Chief Appeals and Department Responses 2026](#)
[Exhibit 3 - Fire Battalion Chief Raw Scores 2026](#)
[Exhibit 4 - Fire Battalion Chief Exam Demographics 2026](#)
[Exhibit 5 - Fire Battalion Chief Promotional Source Material List 2026](#)
- E. [CSC26-024](#) Discuss agenda and date of the next Civil Service Commission meeting.

2. CONCLUDING ITEMS

A. Under Section 551.042 of the Texas Open Meetings Act, respond to inquiries from the Civil Service Commission or the public with specific factual information or recitation of policy, or accept a proposal to place the matter on the agenda for an upcoming meeting and under Section 551.0415 of the Texas Open Meetings Act, provide reports about items of community interest regarding which no action will be taken, to include: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutory recognition of a public official, public employee, or other citizen; a reminder about an upcoming event organized or sponsored by the governing body; information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the Commission or an official or employee of the municipality; or an announcement involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda.

NOTE: The Civil Service Commission reserves the right to adjourn into a Closed Meeting on any item on its open meeting agenda consistent with Chapter 551 of the Texas Government Code, as amended, or as otherwise allowed by law.

C E R T I F I C A T E

I certify that the above notice of meeting was posted on the official website (<https://tx-denton.civicplus.com/242/Public-Meetings-Agendas>) and bulletin board at City Hall, 215 E. McKinney Street, Denton, Texas, on April 16, 2026, in advance of the three (3) business day posting deadline, as applicable, and in accordance with Chapter 551 of the Texas Government Code.

OFFICE OF THE CITY SECRETARY

NOTE: THE CITY OF DENTON'S DESIGNATED PUBLIC MEETING FACILITIES ARE ACCESSIBLE IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT. THE CITY WILL PROVIDE ACCOMMODATION, SUCH AS SIGN LANGUAGE INTERPRETERS FOR THE HEARING IMPAIRED, IF REQUESTED AT LEAST TWO (2) BUSINESS DAYS IN ADVANCE OF THE SCHEDULED MEETING. PLEASE CALL THE CITY SECRETARY'S OFFICE AT 940-349-8309 OR USE TELECOMMUNICATIONS DEVICES FOR THE DEAF (TDD) BY CALLING 1-800-RELAY-TX SO THAT REASONABLE ACCOMMODATION CAN BE ARRANGED.



**CITY OF DENTON
CIVIL SERVICE COMMISSION
MINUTES**

Date/Time: Wednesday, March 25, 2026, at 1:00 p.m.
Location: City Hall East – Human Resources Training Room
601 E. Hickory St, Ste. A, Denton, TX 76205

After determining that a quorum was present, the Civil Service Commission of the City of Denton, Texas convened in a Regular Meeting on Wednesday, March 25, 2026, at 1:00 p.m. in the Human Resources Training Room at City Hall East, 601 E. Hickory Street, Denton, Texas.

PRESENT: Commissioners Darhyl Ramsey, John Baines, and Dianne Baker

ABSENT WITH NOTICE: None

Also present were Director of Human Resources/Civil Service Director Megan Gilbreath, HR Specialist Heather Stubblefield, HR Administration Manager Lindey Sanders, Deputy City Attorney Michael Cronig, Police Assistant Chief Derek Bradford, Police Lieutenant Preston Pohler, Fire Battalion Chief Luke Ridnger, Police Sergeant Fermin Velasquez, Police Deputy Chief Bryan Cose, Police Officers Richard Ortiz, David Robberson, Paul Ramos, Kris Johnson, and Jared Raye.

1. ITEMS FOR CONSIDERATION

A. *CSC26-013 Introduction of guests.*

None

B. *CSC26-014 Receive public comments.*

None

C. *CSC26-015 Consider approval of the minutes from the February 25, 2026, meeting.*

The Commissioners considered approval of minutes from the February 25, 2026, Civil Service Commission meeting. Commissioner Ramsey motioned to approve the minutes as presented, Commissioner Baines seconded the motion. The motion carried, 3 – 0.

AYES (3): Commissioners Baines, Baker, and Ramsey

NAYS (0): None

ABSENT (0): None

D. *CSC26-016 Receive a report, hold discussion, and take action on the appealed questions from the Police Sergeant Examination that was administered on February 19, 2026.*

The Commissioners considered appeals of questions from the Police Sergeant written examination that was administered on February 19, 2026. The following action was taken for each appealed question:

<i>Question</i>	<i>Action</i>	<i>Motion/Second</i>	<i>Vote</i>
5	Sustain the Answer Key	Baker/Baines	3 – 0
21	Sustain the Answer Key	Baines/Baker	3 – 0
22	Sustain the Answer Key	Baines/Baker	2 – 1 (Ramsey Opposed)
25	Accept Answers A and D	Baines/Baker	3 – 0
29	Sustain the Answer Key	Baker/Baines	3 – 0

39	Disqualify the Test Question	Baines/Baker	3 – 0
41	Disqualify the Test Question	Baines/Baker	3 – 0
42	Disqualify the Test Question	Baines/Baker	3 – 0
50	Sustain the Answer Key	Baines/Baker	2 – 1 (Baines Opposed)
51	Appeal Withdrawn	N/A	N/A
89	Sustain the Answer Key	Baines/Baker	2 – 1 (Baker Opposed)
92	Disqualify the Test Question	Baker/Baines	2 – 1 (Ramsey Opposed)

E. CSC26-017 Receive a report, hold discussion, and take action on the appealed questions from the Police Lieutenant Examination that was administered on February 19, 2026.

The Commissioners considered appeals of questions from the Police Lieutenant written examination that was administered on February 19, 2026. The following action was taken for each appealed question:

<i>Question</i>	<i>Action</i>	<i>Motion/Second</i>	<i>Vote</i>
16	Sustain the Answer Key	Baines/Baker	3 – 0
32	Accept Answers A and B	Baker/Baines	3 – 0
64	Sustain the Answer Key	Baines/Baker	3 – 0

F. CSC26-018 Hold discussion and take action on the Commission List from the Fire Captain Examination that was administered on March 4, 2026.

Commissioner Ramsey made a motion to approve the Commission List as presented, Commissioner Baines seconded the motion. The motion carried, 3 – 0.

AYES (3): Commissioners Baines, Baker, and Ramsey

NAYS (0): None

ABSENT (0): Commissioner Ramsey

G. CSC26-019 Hold discussion on the date for the next Civil Service Commission meeting.

The Civil Service Commission will meet on April 22, 2026, at 1:00 p.m. and April 29, 2026, at 1:00pm. Commissioner Ramsey made a motion to adjourn at 3:13 p.m., Commissioner Baker seconded the motion. The motion carried, 3 – 0.

AYES (3): Commissioners Baines, Baker, and Ramsey

NAYS (0): None

ABSENT (0): None

 DARHYL RAMSEY, CHAIR

 DATE

 HEATHER STUBBLEFIELD,
 INTERIM CIVIL SERVICE SECRETARY

 DATE



City of Denton

City Hall
215 E. McKinney Street
Denton, Texas
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AGENDA INFORMATION SHEET

DEPARTMENT: Human Resources

CM/ DCM/ ACM: Cassandra Ogden

DATE: April 22, 2026

SUBJECT

Hold discussion and take action on the appealed questions from the Fire Battalion Chief Examination that was administered on March 3, 2026.

BACKGROUND

On March 3, 2026, the Fire Department administered a promotional written examination for the position of Fire Battalion Chief. Per the Texas Local Government Code Chapter 143.034, eligible promotional candidates are entitled to review their promotional examination and answers, the examination grading, and the source material for the examination. If still dissatisfied, they may appeal to the Commission.

There are fourteen (14) appeals over thirteen (13) questions for the Commission to review from the promotional examination for Fire Battalion Chief.

OPTIONS

Appeals to the Commission under the Local Rules and Regulations shall be limited to the quoted source material attributable to the referenced examination question. If the appeal does not include the basis and is not limited to the quoted source material, it will not be considered by the Commission.

Commissioners may sustain the answer key; accept alternate/multiple answers; or accept all answers as correct.

RECOMMENDATION

Consider, hold discussion, and take action on the appealed questions from the Fire Battalion Chief promotional examination.

EXHIBITS

- Exhibit 1 – Agenda Information Sheet
- Exhibit 2 – Fire Battalion Chief Appeals and Department Responses
- Exhibit 3 – Fire Battalion Chief Raw Scores
- Exhibit 4 – Fire Battalion Chief Exam Demographics
- Exhibit 5 – Fire Battalion Chief Promotional Source Material List

Respectfully submitted:
Lindsey Sanders
Interim Civil Service Secretary
HR Administration Manager



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 2

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The text under filtering continues and says "In other cases, the receiver does not process the bad news being given to him or her because he or she does not want to hear it".

Because the text states that the person does not want to hear it, I believe answer "A" hearing only what a person wants to hear" is also supported in the text.

Denton Fire Department BCs Exam Appeals 2026

The following question are from **Chief Officer: Principles and Practice**

2. With regard to communication problems, filtering would involve:

- a. hearing only what a person wants to hear.
- b. the intentional editing of a message in order to avoid conflict.
- c. an environmental distraction that interferes with the message.
- d. a non fire service person not understanding the meaning of a word.

Answer key: (b) Pg 59 (Chief Officer: Principles and Practice)

Appeals: 1

Department response: **Accept A and B.** While the answer is verbatim from the text (last paragraph on page 59), the text goes on to describe filtering and at the top of page 60, states the phrase, "he or she does not want to hear it." Since the verbiage is so similar to answer A, "hearing only what a person wants to hear," both answers could be considered correct.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 5

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The text supports another answer in addition to the keyed answer which is D- Community risk hazard analysis.

On pg. 346, second to last paragraph the text discusses how a community risk analysis can be "utilized within the departments strategic planning process to determine future service levels, resources, and the staffing needed to provide appropriate services."

5. _____ is essential for effective decision making about resource deployment, fire station location, and mission definition.

- a. Keeping up with demographic changes
- b. Proper marketing of services
- c. Development of networks
- d. Community risk hazard analysis

Answer key: (a) Pg 278 (Chief Officer: Principles and Practice)

Appeals: 1

Department Response: Sustain the key. The answer is verbatim from the text on page 278. The appellant states that on page 346, the text discusses community risk analysis, which can be used for strategic planning to determine service levels, resources, and staffing. However, demographic changes more specifically relate to resource deployment and station locations; therefore, the A is the best answer.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 12

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

This question has 2 correct answers. In the text on pg. 80 (first paragraph) it states "This is the introduction or executive summary." Pg. 79 states "A good format for a program proposal is the 3 step process often used by professional speakers = introduction, body, and conclusion." Answer D = Persuasive introduction is also a correct answer. Persuasive is just an adjective. Obviously, if you want to get "the most powerful and convincing point in front of readers" it would need to be persuasive. Introduction and executive are used together in the Summary

Continue on back of this form as needed.

Sentence "The reader should be able to read the introduction/executive summary and get..."

Therefore, a persuasive "introduction" and executive summary are synonymous in this textbook.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 12

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

On Page 80, The text refers to Introduction and executive summary as the same.

" This is the introduction or executive summary."

" The reader should be able to read the introduction/executive summary and get the gist of the entire document."

12. You are preparing a proposal for a budgetary item. You would use a(n) _____ to get the most powerful and convincing points in front of the readers right away.

- a. proposal conclusion
- b. executive summary**
- c. proposal body
- d. persuasive introduction

Answer key: (b) Pg 80 (Chief Officer: Principles and Practice)

Appeals: 2

Department Response: **Accept B and D.** While the answer is verbatim from the text (first paragraph on page 80), the previous paragraph states, "This is the introduction or executive summary." Then, further in that same paragraph refers to this section of the proposal as "introduction/executive summary." Therefore, the book seemingly uses introduction and executive summary interchangeably.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 21

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

On page 12, 2nd column, last paragraph, it reads "Geographic communities may have political boundaries, such as a city, town, or county. These municipal lines are usually somewhat arbitrary, but provide the residents with a sense of identity."

Also, page 16, 1st column, 1st paragraph reads "Jurisdictions have geographic boundaries that are more or less arbitrary, but they provide the residents with a sense of identity."

The book indicates that D-Identity is a correct answer to this question.

The following questions are from **Community Risk Reduction: Principles and Practice**

21. The term _____ is used to describe the community as a place that can be located and described.

- a. Proximity
- b. Diversity
- c. Locus
- d. Identity

Answer key: (c) Pg 15 (Community Risk Reduction: Principles and Practice)

Appeals: 1

Department Response: **Sustain the key.** The answer is verbatim from the text on page 15. The appellant argues that on page 12 the book describes how community gives people a sense of identity. However, the text is very clear that the term “locus” is “a sense of place” that means “community is a place that can be **located** and described.” “Locus” is also the heading of the paragraph and the term that is the clearest and best answer choice.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 28

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, C is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Pg. 147 - The title of this section is "Program Monitoring and Benchmarks" Program monitoring involves benchmarks and this whole section integrates the two answers. Pg. 148 (first sentence) states "For the purposes of CRR, a benchmark serves as acknowledgment of the progress of the implementation and the progress of the CRR initiative." This is "program monitoring". Therefore, benchmarking is also a correct answer in the context of how this question is worded.

28. In Community Risk Reduction, program monitoring is a form of ____.

- a. governmental reporting
- b. quality assurance
- c. benchmarking
- d. validation

Answer key: (b) pg 147 (Community Risk Reduction: Principles and Practice)

Appeals: 1

Department Response: **Sustain the key.** The answer is verbatim from the text on page 147. The appellant states that “program monitoring involves benchmarks” however, the text clearly separates the two and does not refer to benchmarking as a form of program monitoring. Instead, the first paragraph under “Program Monitoring and Benchmarks” specifically states, “benchmarks and a system for monitoring...need to be designed.” Then, the first sentence of the second to last paragraph on page 147 states, “Program monitoring is a form of quality assurance.” The text defines benchmarks as acknowledgment of the progress, and not as quality assurance.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 36

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The question does not give context on whether it is talking about criminal or civil law. In civil negligence there are cases when the act has to be compelled by a statute, as described on Page 201.

Another example where context is required is strict liability civil cases, Page 223

The following questions are from Legal Considerations for Fire and Emergency Services

36. An act, whether affirmative or a failure to act must be _____.

- a. comprised of two party involvement
- b. quid pro quo in application
- c. voluntary in nature
- d. only compelled by a statute

Answer key: (c) Pg 94 (Legal Considerations)

Appeals: 1

Department Response: Sustain the key. The answer is verbatim from the text. The sentence in the text just before the question states, "An act can be any affirmative action taken, or the failure to act when one is legally required to act." Therefore, the answer "only compelled by a statute" would only apply to the *failure to act*, and not an *affirmative act*. The answer "voluntary in nature" applies to both and is the correct answer.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 44

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, C is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

On pg 279, under the heading "Promissory Estoppel," the 2nd sentence of the last paragraph reads "When the recipient of a unilateral promise relies upon the promise to his or her detriment, & when the maker of the promise knew that the recipient would rely upon the promise, a court may enforce the promise. Promissory Estoppel is an equitable principle, which in theory estoppes or stops the person who made the promise from claiming there is no contract."

This question reads "The right of a person to assume the legal claims of another

Continue on back of this form as needed.

continued

Party is called..."

If one assumes the claims of another, they could later ask the court to enforce promissory estoppel.

This question lacks context to differentiate promissory estoppel & subrogation.

Promissory Estoppel - C- is also a correct answer.

44. The right of a person to assume the legal claims of another party is called:

- a. litigation
- b. subrogation**
- c. promissory estoppel
- d. voidable contract

Answer key: (b) pg 287 (Legal Considerations)

Appeals: 1

Department Response: **Sustain the key.** The answer is verbatim from the text. The text clearly defines and explains both subrogation, which is the assuming legal claims of another party—assuming in this definition would mean “take on.” Promissory estoppel is the legal enforcement of a unilateral promise as a contract and does not relate to assuming claims.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 47

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Chapter 6 of this book is titled "Human Resources Management." In this chapter on page 105, the first sentence of the 2nd paragraph, 2nd column, reads "The chief officer should have as much influence over personnel management functions as possible."

Question 47 reads "One of the main duties of a fire or EMS service administrator is dealing with _____." The keyed answer is cited on page 22. On this page, the first paragraph under the heading "Rules & Regulations" reads: "One of the main duties of a fire

Continue on back of this form as needed.

continued

or EMS administrator is dealing with rules
& regulations often created as SOPs.

IF question 47 had included the words

"often created as SOPs," D would be

the only correct answer. But the question

omits these words as it attempts to

cite the book. Because of this, the

cited info on page 105 makes A

correct as well.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 47

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

On Page 18, it says, "Management ensures that the organization is prepared and able to accomplish its goals by establishing that sufficient personnel and equipment are available for the organization to perform its duties." It would be disingenuous to conclude that labor and management issues is not a main duty of fire administrators. That's what a large portion of the book is about.

The following questions are from *Fire and Emergency Services Administration: Management and Leadership Practices*

47. One of the main duties of a fire or EMS service administrator is dealing with _____.
- a. labor and management issues
 - b. moral and discipline
 - c. organizational strategies and tactics
 - d. rules and regulations

Answer key: (d) Pg 22 (Fire and Emergency Services Administration)

Appeals: 2

Department Response: **Sustain the key.** The answer is verbatim from the text. Both appellants cite sentences in the text that are unrelated to labor and management issues and instead are referring to personnel management. Therefore, “rules and regulations” is clearly the correct answer and it is the paragraph heading on page 22.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 66

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, B is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Another answer is correct in addition to the keyed answer because the text clearly supports that "windows" are also tactical points of opportunity.

In the third paragraph on pg. 85, the text says "You will see tactical points of opportunity such as windows and doors that may indicate the rooms and layouts inside."

Later the text also gives examples include: windows.

The following questions are from Mastering Fireground Command: Calm the Chaos!

66. Tactical points of opportunity (TPOs) are _____, access, layout, and other physical features that can be leveraged to increase the impact of resources to accomplish tactical objectives.

- a. hydrant locations
- b. number of windows
- c. building construction
- d. distance from the street

Answer key: (c) Pg 85 (Mastering Fireground Command: Calm the Chaos!)

Appeals: 1

Department Response: Sustain the Key In the appeal it states that windows are also tactical points of opportunity as examples of building construction along with other examples. In the text it has windows listed but not quantified (number of windows). Listed in the appeal is later in the text gives examples including windows. On page 157 it states the same definition of TPO as on page 85 where the question came from. On pg.157 it also does mention windows but as an example of TPOs and building construction but it still does not quantify as the answer does.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 77

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, _____ is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct. **ALL**

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

This question is faulty because all answers inserted into the question are correct answers. When you perform a size-up, you are making operational (A) decisions; when you perform size-up, you are making tactical (C) decisions and when you perform a size-up you are also making strategic (B) decisions. All of these are "life and death" decisions to both firefighters and civilians that are being made in a compressed timeframe. Just because the testing company "cherry-picked" a sentence, does not make all of the other (w/specific verbiage) answers incorrect. Just because a sentence is verbatim from the book, does not make all the

other answers incorrect. Ask any firefighter in the room and they will agree that when performing a size-up, you are making operational, tactical and strategic and life and death decisions.

77. The challenge with size-up is that you must make potentially _____ decisions with limited information in a compressed timeframe.

- a. life-and-death
- b. operational
- c. tactical
- d. strategic

Answer key: (a) pg 70 (Mastering Fireground Command: Calm the Chaos!)

Appeals: 1

Department Response: Sustain the key. Answer is verbatim from text on page 70. The appellant claims that operational, tactical, and strategic decisions are made during the size-up and they are ALL considered life-and-death decisions. Therefore, based on the logic of the appellant, "life-and-death" is the best answer since it encompasses all answers.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 90

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

pg. 435 The problem I have with this question is that the context of the question was intentionally omitted. The question "When using a Unified Command Structure, briefings and CAN reports should be appropriately established through:" When referencing the source, this question references "Deploy the Plan". When you omit the context of deploy the Plan, you are making the question quite vague. Most communications, CAN reports are transmitted using a radio. The question was not specific to "deploy the plan" and did not provide proper context. ~~When~~ A communication Plan should also be established when using a Unified

Continue on back of this form as needed.

Command structure. The predominant use of a comms plan is established through the use of radio channels.

Answer (A) is also correct as the question failed to clarify the context of "Deploy the Plan".

90. When using a Unified Command structure, briefings and Conditions/Actions/Needs (CAN) reports should be appropriately established through:

- a. radio channels.
- b. runner systems.
- c. groups/divisions/branches.
- d. local media.

Answer key: (c) Pg 435 (Mastering Fireground Command: Calm the Chaos!)

Appeals: 1

Department Response: **Sustain the key.** Answer is verbatim from text on page 435. The appellant claims that CAN reports are transmitted using a radio; however, the question is asking how CAN reports are *established* under Unified Command, not how the reports are communicated. The text in this section also mentions that under UC, communications may not be common, in which case radio channels would not even be the best way to communicate CAN reports.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 93

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

"Fundamental beliefs" should be a correct answer because on page 38, the text explains "a value is an enduring belief." The next two paragraphs explain the correlation between the two.

Additionally, the two terms are correlated in the definition of Culture, in Chief Officer, and Community Risk Reduction.

The following questions are from *The Leadership Challenge*

93. _____ serve as guides to action.

- a. Fundamental beliefs
- b. Plans
- c. Goals
- d. Values

Answer key: (d) Pg 38 (The Leadership Challenge)

Appeals: 1

Department Response: **ACCEPT BOTH A & D** In this text it does say a value is an enduring belief. Even though fundamental and enduring are not the same, in several different places in the same chapter, it seemed to use the terms values and beliefs as the same.



**Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal**

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 95

EXAMINATION DATE: **March 3, 2026** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

On Page 227-228, the text explains how the more freedom of choice people have, the less they rely on their leaders.

"Without the opportunity to exercise some degree of choice, they are ill-prepared and handcuffed when needing to respond....."

"By providing choices, you enable people to take initiative and responsibility; in essence, they lead themselves."

95. The more freedom of choice people have,

- a. the less they rely on their leaders.
- b. **the more personal responsibility they must accept.**
- c. the more they will expect.
- d. the less they will listen to their supervisor.

Answer key: (b) Pg 230 (The Leadership Challenge)

Appeals: 1

Department Response: Sustain the key. Answer is verbatim from text on page 230. Appellant cites that the text on page 228 states, "By providing choices, you enable people to take initiative and responsibility; in essence, they lead themselves." The text is referring to leaders offering choices to people and the people taking initiative and responsibility. This sentence supports B as the correct answer as it also states that more choice equals taking responsibility. The text does not state that people will rely any less on their leaders.



DENTON FIRE DEPARTMENT
Fire Battalion Chief Promotional Exam
Raw Scores, March 3, 2026

NAME	SENIORITY POINTS	RAW SCORE	WITH POINTS
Waggoner Jr, James	10	94	104
Hornback, Jared	10	89	99
Pizano, Challie	10	86	96
Hammonds, Jeremy	10	85	95
Rozell, Clayton	10	81	91

March 3, 2026, Fire Battalion Chief Promotional Exam Demographics

	Number Registered	Percent Registered	Number Present	Percent Present	Number Passed (of those present)	Percent Passed (of those present)	Number Failed (of those present)	Percent Failed (of those present)
Male	5	100.00%	5	100.00%	5	100.00%	0	0.00%
Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%
No Answer	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	5	100.00%	5	100.00%	5	100.00%	0	0.00%
African American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Caucasian	4	80.00%	4	100.00%	4	100.00%	0	0.00%
Hispanic	1	20.00%	1	100.00%	1	100.00%	0	0.00%
Asian	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Native American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%
No Answer	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	5		5		5		0	



Denton Fire Department

Promotional Exam Source Material 2026



Fire Driver

1. **Occupational Safety, Health, and Wellness** (4th Ed.) (2018) IFSTA
Fire Protection Publications, ISBN 978-0879396381
2. **Fire Apparatus Driver/Operator** (4th Ed.) (2025) IAFC/NFPA, Patrick P. Dunn, Jones and Bartlett Learning, ISBN 978-1284286519
3. **Brannigan's Building Construction for the Fire Service** (6th Ed.) (2021) NFPA, Francis L. Brannigan, Glenn P. Corbett, Jones & Bartlett Learning, ISBN 978-1284177312
4. **Fire Officer's Handbook of Tactics** (5th Ed.) (2019) John Norman
PennWell Corporation, ISBN 978-1593704186
5. **Fire Protection, Detection, and Suppression Systems** (5th Ed.) (2016) IFSTA Fire
Protection Publications, ISBN 978-0879395995
6. **EVOS: EMS Vehicle Operator Safety** (2nd Ed.) (2025) Bob Elling, MPA, EMT-P
Jones & Bartlett Learning, ISBN 978-1284291780



Denton Fire Department

Promotional Exam Source Material 2026



Fire Lieutenant

1. **Occupational Safety, Health, and Wellness** (4th Ed.) (2018) IFSTA
Fire Protection Publications, ISBN 978-0879396381
2. **Fire Officer Principles and Practice** (4th Ed.) (2021) IAFC/NFPA, Michael J. Ward, Jones & Bartlett Learning, ISBN 978-1284172393 (Section 1: Pages 4 – 247)
3. **Fire Officer's Handbook of Tactics** (5th Ed.) (2019) John Norman
PennWell Corporation, ISBN 978-1593704186
4. **Legal Considerations for Fire & Emergency Services** (4th Ed.) (2022) J. Curtis Varone
Fire Engineering Books & Videos, ISBN 978-1593705763
5. **Brannigan's Building Construction for the Fire Service** (6th Ed.) (2021) NFPA, Francis L. Brannigan, Glenn P. Corbett, Jones & Bartlett Learning, ISBN 978-1284177312



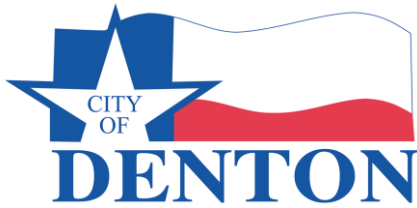
Denton Fire Department

Promotional Exam Source Material 2026



Fire Captain

1. **Community Risk Reduction Principles and Practice** (1st Ed.) (2022) Beverley Walker, Jones & Bartlett Learning, ISBN 978-1284195057
2. **Fire Officer Principles and Practice** (4th Ed.) (2021) IAFC/NFPA, Michael J. Ward, Jones & Bartlett Learning, ISBN 978-1284172393
3. **Fire Officer's Handbook of Tactics** (5th Ed.) (2019) John Norman, PennWell Corporation, ISBN 978-1593704186
4. **Legal Considerations for Fire & Emergency Services** (4th Ed.) (2022) J. Curtis Varone, Fire Engineering Books & Videos, ISBN 978-1593705763
5. **Mastering Fireground Command: Calm The Chaos!** (1st Ed) (2024) Anthony Kastros, Brian Brush, Fire Engineering Books, ISBN 978-1593705992



Denton Fire Department

Promotional Exam Source Material 2026



Fire Battalion Chief

1. **Chief Officer Principles and Practice** (3rd Ed.) (2021) NFPA/IAFC, David J. Purchase, Jones & Bartlett Learning, ISBN 978-1284172478
2. **Community Risk Reduction Principles and Practice** (1st Ed.) (2022) Beverley Walker, Jones & Bartlett Learning, ISBN 978-1284195057
3. **Legal Considerations for Fire & Emergency Services** (4th Ed.) (2022) J. Curtis Varone Fire Engineering Books & Videos, ISBN 978-1593705763
4. **Fire and Emergency Services Administration: Management and Leadership Practices** (3rd Ed.) (2022) L. Charles Smeby Jr., Jones & Bartlett Learning, ISBN: 978-1284180213
5. **Mastering Fireground Command: Calm The Chaos!** (1st Ed) (2024) Anthony Kastros, Brian Brush, Fire Engineering Books, ISBN 978-1593705992
6. **The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations** (7th Ed.) (2023) James M. Kouzes and Barry Z. Posner, Jossey-Bass, ISBN 978-1119736127