

BRIGHTON FIRE RESCUE DISTRICT SUCCESSION PLAN

2025

Succession planning needs to start early.



(Note: This is a non-mandatory, living document to assist those who question how to proceed in their career.)

"We exist to positively impact those we serve through professional service."

COMMUNITY. INTEGRITY. COURAGE. PRIDE. COMPASSION.

EXECUTIVE SUMMARY

A change in leadership, management, and supervisory positions is inevitable for all organizations, including ours. With the departure of an employee in a promoted or appointed position, it is imperative to ensure the continuous coverage of duties critical to the ongoing operations of the Fire District.

An individual's successful transition into one of these promoted positions is often delayed because of an orientation and training program and, once promoted or appointed a developmental period. These changes are often complex and can be challenging for any organization. We are preparing to overcome these challenges by developing and implementing a succession plan.

This proposed succession planning roadmap will assist the department by lessening the impact of expected retirements of promoted positions in the next ten years. The succession plan will develop a program to ensure that personnel are trained, work temporarily in the role, and can fill these positions before a vacancy occurs. Open positions can and will be filled by personnel previously trained and periodically worked in those promoted positions.

This will minimize the impact on the Fire District, our customers, and the services provided. Developing future supervisors, managers, and leaders will take years to complete. Succession planning is a journey, not a destination, and must be continually reviewed and updated.



PLANNING PRINCIPLES

As this plan is developed, we abide by several guiding principles:

1. We desire to develop and promote personnel within the organization; our employees are our greatest asset.
2. The plan will require ongoing commitment by all members.
3. Only a few employees desire to become supervisors or can work in management or administrative positions.
4. We support all members throughout their careers with the District and in their life's journey.
5. The plan will focus on preparing employees with greater than ten years of service remaining.

OPPORTUNITY

We may experience the retirement of 10% to 15% of personnel within the next 5 years. This will result in our department losing years of experience and expertise.

Along with this loss of uniformed personnel, our Fire District must prepare for future administrative leaders. With the anticipation of needing trained leaders in administration and the field, now is the time for us to manage succession.

I. ORGANIZATIONAL POSITIONS

OVERVIEW

The Fire District has worked to fully train members in all positions and roles to ensure everyone is equipped for their role. The vision is to formally prepare firefighters to move into promoted positions as they develop in their careers.

POSITION DESCRIPTION

The need for additional preparation of our personnel to fill management and supervisory positions continues to grow. The Fire District organizational chart has personnel in the final ten years of their career.

Considering these facts and the aspiration within the Fire District to develop a strong organization, additional preparation is essential. Below is an overview of the positions for the Fire District and the expectations of each role. Detailed job descriptions are outlined elsewhere but will be updated and included in this document.



FIRE CHIEF - This administrative position is responsible for leading the Fire District. Functioning as the Chief Executive Officer and Commander in Chief, the Fire Chief is responsible for implementing the rules, policies and procedures established by the Board, and for carrying out the duties imposed upon the Fire Chief by State law. The Fire Chief is responsible for all aspects of the day-to-day administration, operation, and finances of the Fire District. These responsibilities include short and long-term planning, organizing, and directing an organization specifically concerned with preventing and minimizing the loss of life and property by natural and manufactured incidents.

DEPUTY FIRE CHIEF – There are two (2) positions currently. This operations and administrative role reports directly to the Fire Chief and is responsible for organizing and directing various Division(s) of the Fire District. They require considerable independent judgment and discretion in the supervision and direction of the multitude of emergent and non-emergent services. The Deputy Chief's primary duties are the management, coordination, and direction of the District's Operations, Fire Prevention, and Fleet/Facility Divisions. This role is an integral part of the senior leadership team and is responsible for the organization in the absence of the Fire Chief.

DIVISION CHIEFS AND BATTALION CHIEFS – There are four (4) Division Fire Chiefs and three (3) Battalion Chiefs. These are division management or administrative positions reporting directly to a Deputy Fire Chief or the Fire Chief and are responsible for organizing and directing various Divisions and Division staff of the Fire District. The roles perform a variety of duties associated with the leadership of the District's Emergency Response, Life and Property Safety Risk Management, and Training/Competency Programs. The programs provide for all emergent and non-emergent responses for public services, fire suppression, rescue, hazardous materials mitigation, and emergency medical assistance. They may on occasion be responsible for public services related to the reduction and management of all forms of safety risks, including but not limited to, the enforcement and education of all appropriate codes and standards, operational preplanning, assisting with fire cause determination, public education as related to life and property safety values within the community, and general operations personnel competency within the organization.

CAPTAIN – These positions are a Senior Company Officer assignment that report directly to the Battalion Chief. The Captain is a front line firefighter who shall perform firefighting services required to protect life and/or property from the dangers of fire, hazardous materials, accidents, and natural or man-made disasters, using a variety of firefighting techniques and equipment. The Captain may also perform a variety of technical work and labor required to drive, operate, engineer and maintain District pumping apparatus. The Captains and Lieutenants will initially perform similar emergency operational roles; however, the Captains will focus on different functional responsibilities in non-emergency parts, including overseeing programs or projects within the department. They are the defining voice in the fire stations and communication flows through them.

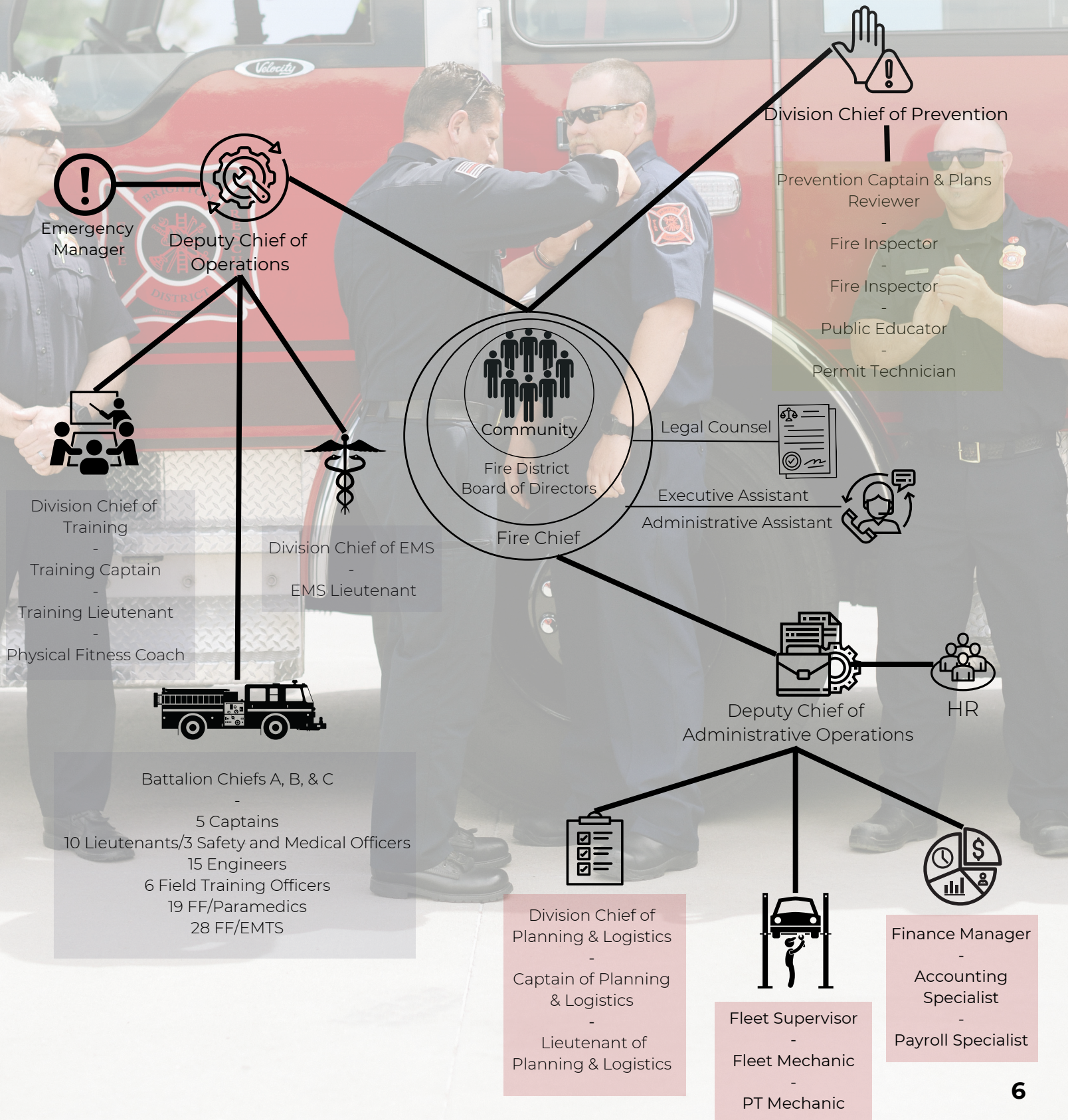
OUT-OF-CLASS BATTALION CHIEF - The Captain serves as a backup Battalion Chief or shift commander, supervising the shift of firefighters through the Lieutenants and Captains assigned to the fire stations. They are responsible for the station, the members, and the apparatus. The Out of Class Battalion Chief oversees and manages the operation at emergency scenes, including fire scenes, emergency medical calls, hazardous materials incidents, etc. Out of Class Battalion Chiefs may serve as incident commanders in emergency incidents.

SAFETY AND MEDICAL OFFICER – Reporting to the shift Battalion Chief, this role provides supervision of medical calls and reviews the Fire District's calls for best practices. Key responsibilities include managing inventory and supplies, ordering new equipment and overseeing the deployment of new medic units, and ensuring rehab equipment is ready for use and set up effectively on incidents. The role also serves as the hospital liaison in the community, promotes the training of EMS skills across the Fire District, and maintains the EMS budget. In all-hazard incidents, the individual will act as a safety officer to increase awareness of unsafe circumstances and correct actions as needed.

LIEUTENANT – This Company Officer assignment will initially report directly to the Battalion Chief. Lieutenants will be responsible for the performance and operation of personnel and apparatus assigned to them. This assignment is with supervisory responsibility reporting directly to the Battalion Chief or Out of Class Battalion Chief in their absence and Captains in certain situations. Lieutenants supervise a fire station's daily operation and maintenance and the personnel, apparatus, and equipment assigned to that station. They operate as a company officer, supervising a crew of Firefighters assigned to a specific fire station in a particular shift. Lieutenants lead the crew and station apparatus dispatched to emergency scenes, including fires, medical calls, auto accidents, hazardous materials incidents, etc. Lieutenants may serve as incident commanders in emergency incidents until relieved by an appropriate officer.



CURRENT ORGANIZATIONAL STRUCTURE



ONGOING RECOMMENDATIONS

1. Present a Succession Management Plan to the Command Staff for periodic review.
2. Present the Succession Management Plan to the Fire District members.
3. Finalize job descriptions for all positions.
4. Create an up-to-date promotional list for Lieutenants and Engineer positions.
5. Review the Plan annually and modify it based on current needs.
6. Finalize SAM promotions by end of November 2025.
7. Finalize Engineer promotions by end of November 2025.



II. TRAINING, QUALIFICATIONS, AND EVALUATION

Our most valuable asset is our personnel. The Fire District wants to develop our personnel rather than focus on their productivity. Personnel productivity is based on capabilities directly linked to their development or training. This is why training and development must include maintaining and developing existing skills. The continued allocation of funds to provide training and development, including the funding for college degrees, is essential.

Members who show interest in exceeding and excelling are typically interested in moving up within the organization. The organization's development focus should be providing and nurturing these employees to be tomorrow's supervisors, managers, and leaders.

Development of personnel is not a single piece of training; it is continuous and dynamic. This plan should guide the succession planning process by including requirements that develop the knowledge, skills, and abilities the organization has determined and through strategic planning of where the organization is headed. Training, qualifications, and evaluation will focus on developing employees who desire to be the department's future supervisors, managers, and leaders.

We prioritize supporting personnel prior to and throughout the process of promotions. The minimum qualifications and a testing process are established when a position becomes available. Development opportunities exist through the North Area training consortium and Fire District training division.

Personnel promoted to a new position must be supported by the Fire District to ensure their success in the new roles and to mitigate the stress associated with the transition. Formal training programs and promotional prerequisites provide clear pathways for candidates to acquire the appropriate skill sets and knowledge that will equip them for the role. These processes are accompanied by mentorship opportunities which enable them to focus on achieving goals, pursuing needed certifications, and completing prescribed training or educational programs before promotion with the guidance of a more experienced colleague.

RECOMMENDATIONS

1. Enhance a Professional Development Program to train all the Fire District's existing and newly appointed officers.
2. Conduct mandatory in-house training for all new Lieutenants as part of the North Area Company Officer development.
3. Identify opportunities for Captain level development.
4. Support training for members to continue their pursuit for training to the next level and higher education.



III. RECRUITMENT

Recruitment and promotional advancement focus on securing well-rounded talent compatible with the department and likely to make a long-term commitment to our Fire District and community. According to Fire Chief Magazine, an article stated: *"Firefighters show an overwhelmingly positive level of job satisfaction in a recent survey conducted by the University of Chicago."* The report said, *"Firefighting ranked second in the overall occupations for satisfaction, with 80% of firefighters responding that they were 'delighted'."* The key is getting the right people and training them to become our leaders. Never static, our aim is to prepare our new people and senior people alike to advance, whether as an Out of Class or permanent role.

RECOMMENDATION

Maintain the Fire District's Hiring and Recruitment Plan, modifying as it fits with our growth and needs.

IV. COMPENSATION AND BENEFITS

The emphasis on competitive wages and benefits is significant to encourage advancement within the Department. Consideration must be given to Captains when asked to be promoted to Battalion Chiefs/Division Chief positions. The Department desires personnel to promote upward. Compensation and benefits must allow for this to occur. Consideration needs to be given to the gross wage potential between Captain and Division Chiefs to attract our organization's desired candidates and leaders. The service quality is directly related to the quality of individuals promoted.

RECOMMENDATION

Continue to review the compensation program for the Fire District. Allow for extraordinary work potential to backfill a Battalion Chief position when open and available.

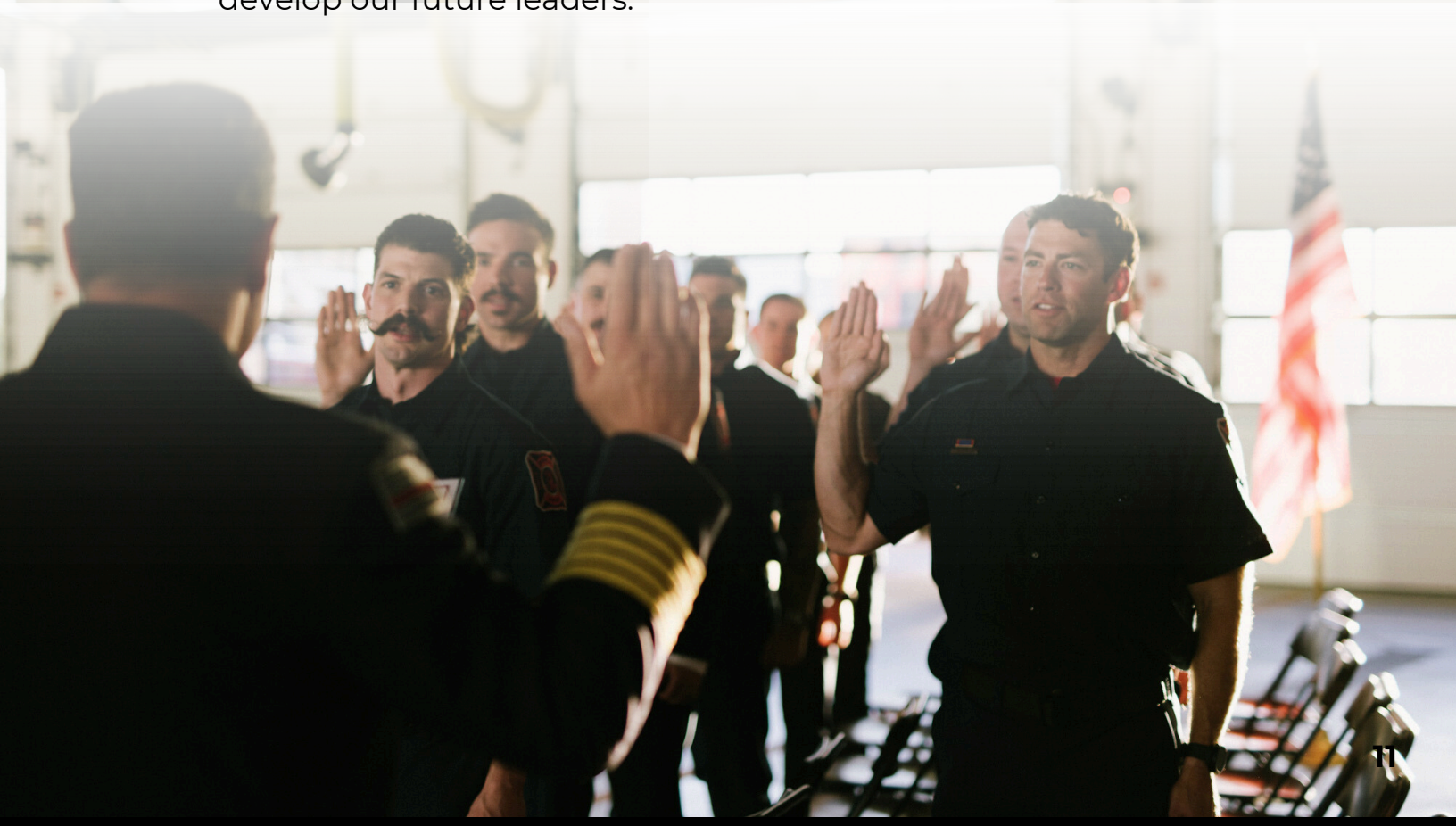
V. EMPLOYEE RELATIONS

Employee relations focus on building a solid effort to support and respond to employees' needs. A love for the job brings loyalty and trust, as such, much effort is invested in the development of personnel relations. This involves many aspects, including human resources, peer support programs, employee assistance programs, occupational health and safety, fire chaplain programs, and family involvement for those who choose.

Our organization has made a collaborative effort to develop and provide many of these program to our personnel. The Joint Labor Management Committee was established to enhance dialogue between the Fire Department's Labor and the Administration. The area we need to begin expanding is our Occupational Health and Safety Program in concert with our Wellness/Fitness Initiative Program.

RECOMMENDATIONS

- 1.Support training for the personnel to continue their pursuit for training to the next level and higher education.
- 2.Annual Review and update of this plan based on the current and expected needs to ensure that it is kept current and will continue to develop our future leaders.



VI. IMAGE

Brighton Fire Rescue District image emphasizes the internal and external representation of the District. This is important in a succession plan by facilitating pride in the individual and the Fire District. Additionally, this image allows the Fire District to keep outstanding employees and hire quality new ones. Much of this image development comes from employees. Our personnel's development leads to the organization's development and an overall positive image. The Fire District has taken steps to highlight the work we have been doing; it is believed that the reputation of the Fire District continues to improve both internally and externally.

The Fire District is taking steps to improve our image further. We have previously considered implementing a customer satisfaction survey. This may provide information on how well we meet our customer's expectations. Secondly, our Department has considered and is now pursuing Accreditation. Many aspects of the process may prove beneficial to department growth. Employee recognition is the final area to promote our personnel's image and development. We will bolster our current employee recognition program and will review changes to further program use.

RECOMMENDATIONS

1. Present the Succession Management Plan vision to the Command Staff for review and comment.
2. Review Employee Recognition Process.

VII. PHYSICAL INFRASTRUCTURE

The final component of this Succession Plan is the development of an infrastructure to support the plan. This includes promoting and preparing the Fire District's future by providing tools and facilities, such as the Brighton Fire Training Center (slated for completion in 2025). Policies must be updated, and new approaches will be developed in certain circumstances. Information systems and processes must be updated with a focus on streamlining to make more effective and efficient use of time. Finally, the organization's strategic and succession plan will need to be continuously used and updated to support the vision of the department, modified to meet the organization's current and future challenges and help the Department's policymakers.

RECOMMENDATION

Identify opportunities to ensure our members are supported with proper equipment, trainings, and facilities.



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