



Copperas Cove Fire Department

SUCCESSION PLAN 2017

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Executive Summary

Succession planning is the process of identifying and preparing, through mentoring, training, education and development, appropriate candidates to replace, as required, key employees within an organization. True succession planning is a part of an organization's culture, and is focused on future needs of the organization which should be a proactive process focusing on continuity of leadership in an organization. Succession planning ensures that as vacancies occur within the organization, due to retirement, life cycles, and advancement, those positions may be immediately filled by qualified personnel who have met the requisite training to accomplish the tasks of the position.

To meet organizational goals, we must have the right people in the right place at the right time. Planning involves analyzing our current workforce and comparing the current needs of the workforce to the future needs.

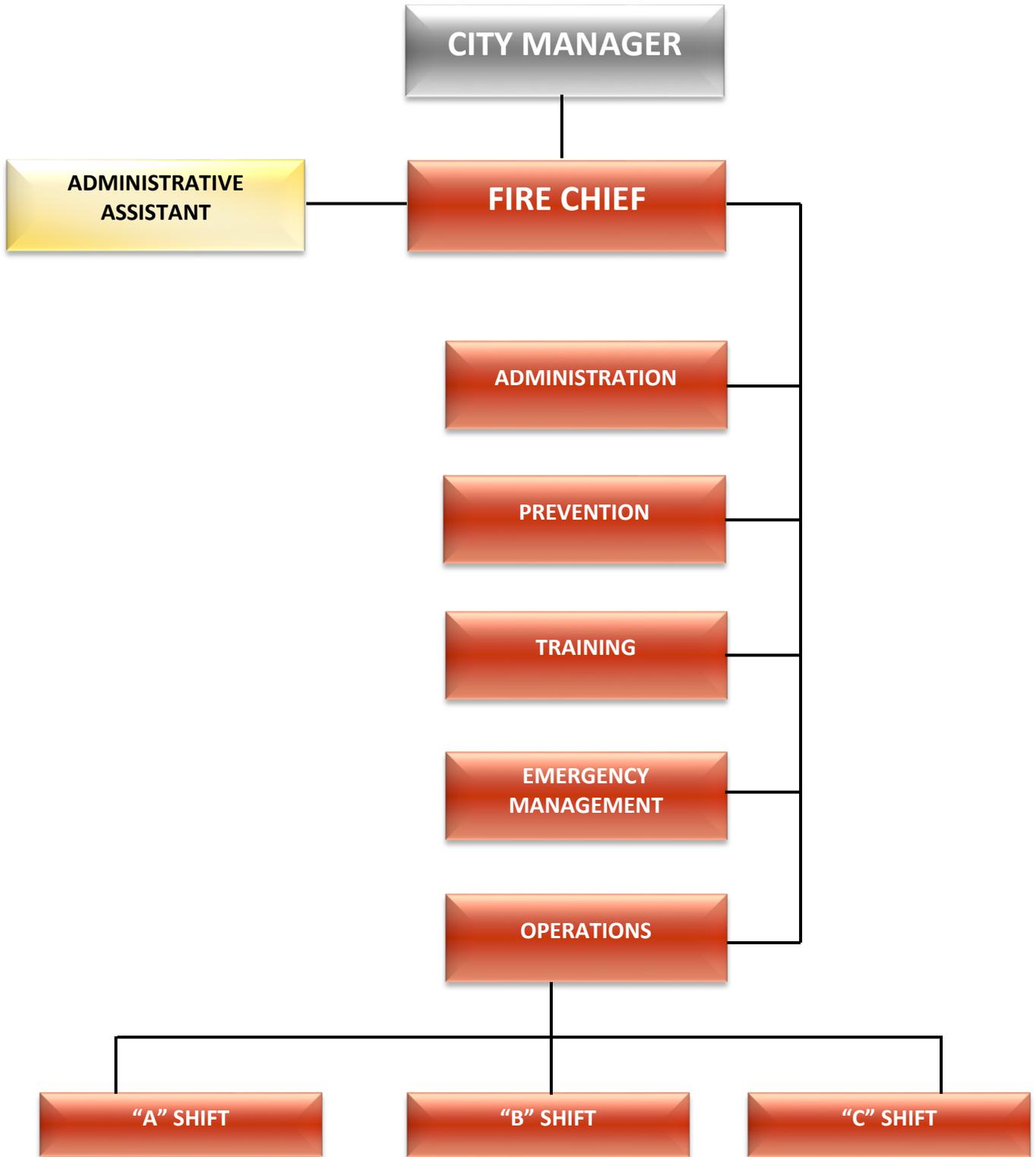
Succession planning involves the entire organization. The fire service is inherently consumed with vacant positions in the management and non-management fields, as well as non-sworn positions. The ability to have continuity of operations depends largely on the organizations ability to continue operational effectiveness despite a critical position becoming vacant. The intent of this Plan is to identify positions expected to be of high priority due to trends, organizational needs, City and Department growth, and economic conditions.

Introduction

The City of Copperas Cove is “The City Built for Family Living”. Neighbor to Fort Hood on the West, and centrally located in the heart of Texas on Highway 190 between IH-35 and scenic US-281, Copperas Cove is the largest city in Coryell County with more than 30,000 residents.

The Copperas Cove Fire Department was founded in 1947 as a volunteer organization which has evolved over the years into a fully paid, highly professional emergency services organization. The department provides both fire and EMS services to the citizens of Copperas Cove and to almost 90 square miles of southern Coryell County; averaging 350 emergency responses monthly. The CCFD provides progressive and high quality fire and emergency medical services out of 3 fire stations utilizing a cadre of 48 full-time and sworn officers and one civilian.

Copperas Cove Fire Assignment Chart



Copperas Cove Fire Organizational Chart

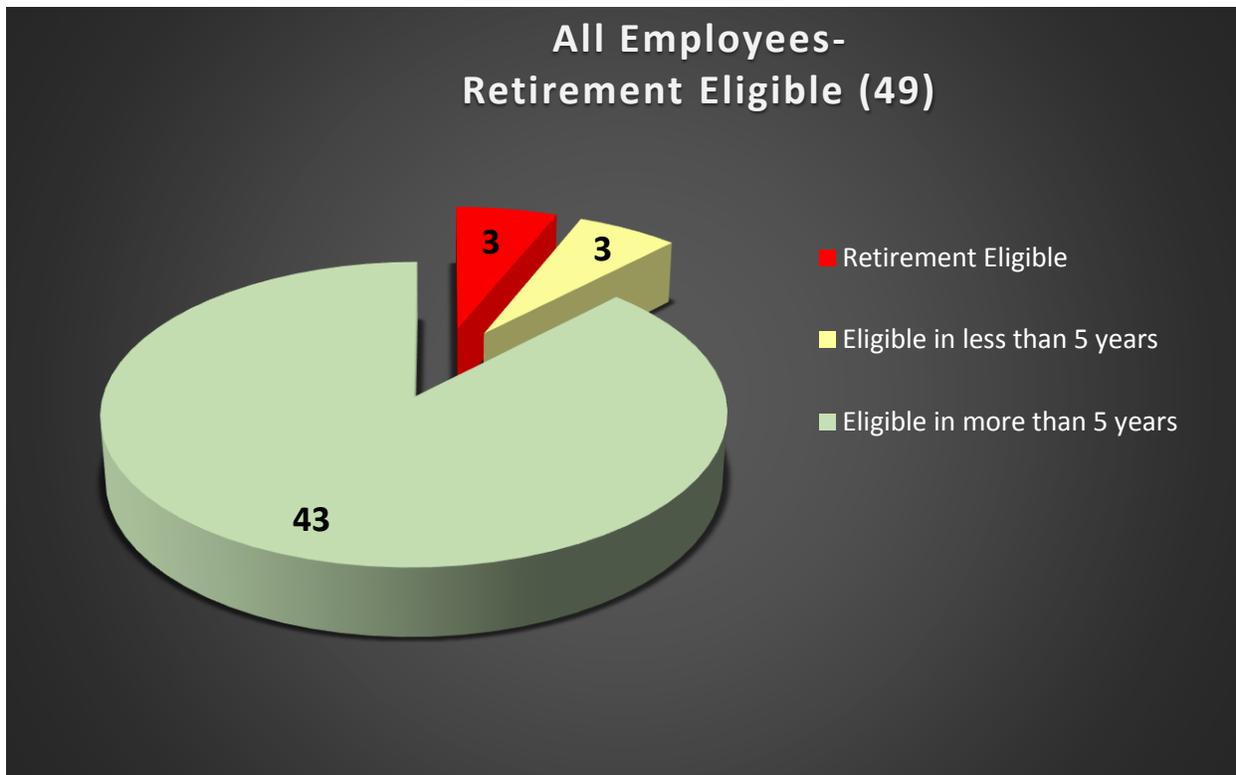


Demographic Data

All Employees

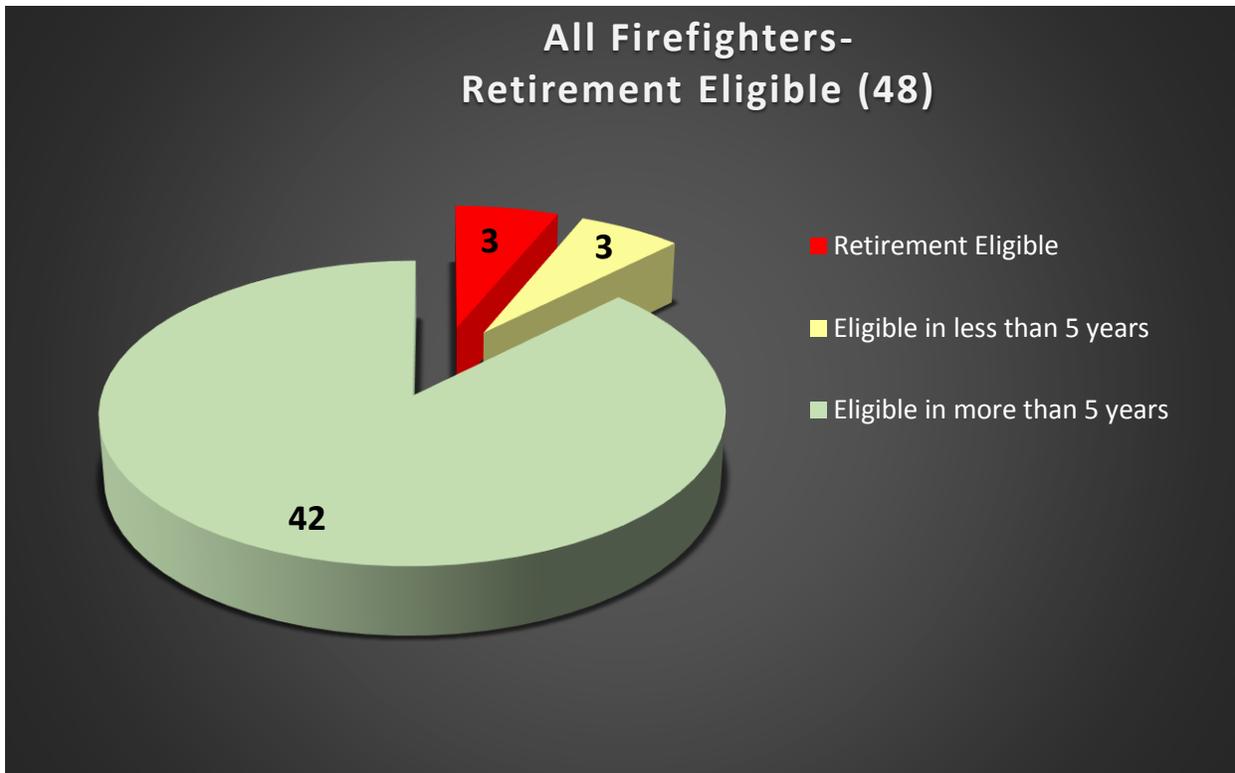
- Total number of funded employees: 49
- Number of sworn positions: 48
- Number of non-sworn positions: 1
- Average employee age: 36.58
- Employees over age 60: 0
- Employees over age 50: 5
- Employees over age 40: 14
- Employees over age 30: 15
- Average employee years of service: 7.61
- *Retirement eligible employees: 3
- *Retirement eligible employees in less than 5 years: 3
- *Retirement eligible employees in more than 5 years: 43

* Retirement-eligible according to 20 years of service with Texas Municipal Retirement Service (TMRS).



Sworn Officers

- Total number of funded firefighters: 48
- Number of firefighter positions: 48
- Average firefighter age: 36.44
- Firefighters over age 60: 0
- Firefighters over age 50: 5
- Firefighters over age 40: 14
- Firefighters over age 30: 14
- Average firefighter years of service: 7.14
- *Retirement eligible firefighters: 3
- *Retirement eligible firefighters in less than 5 years: 3
- *Retirement eligible firefighters in more than 5 years: 42



Mentors

Mentors are an important part of the progression and development of individual employees and are key to the success of this program. Mentors have the following responsibilities:

- Serve as a role model, trainer, and instructor to the employee.
- Provide general guidance, technical assistance, and encouragement to the employee regarding their career development plans.
- Provide technical expertise to the employee.
- Provide continual and regular recommendations and feedback.
- Provide periodic reports about the development of the employee.
- Meet with employees on a regularly scheduled basis.
- Provide employees with constructive criticism and include areas that employees can improve, strengthen, and sharpen skills.

Foundation

In recent years, improvements have been implemented within the Fire Department to not only better serve the community but to make for a more effective and efficient organization. These changes have also allowed for employee growth by expanding on knowledge and management skills through hands-on experience. Some of these improvements include;

- Enhanced hiring practices ensuring quality candidates are hired.
- Implementation of an EMT-Basic 911 service enabling EMT's to utilize the skills within their scope of practice without Paramedic oversight.
- Delegating crucial fire department task throughout entire staff promoting employee buy-in.
- Aggressive transparency with Administrative tasks throughout the department.
- Personnel involvement in budget process.
- Increased training in Fire and EMS tasks.
- Increased "step-up" training and evaluation for employees who act in capacity of next higher rank.
- Participation in leadership training outside the City.
- Regular performance evaluations to groom employees for professional growth.
- Regular monthly meetings with each shift, officers, and administration to review department performance.

Competencies

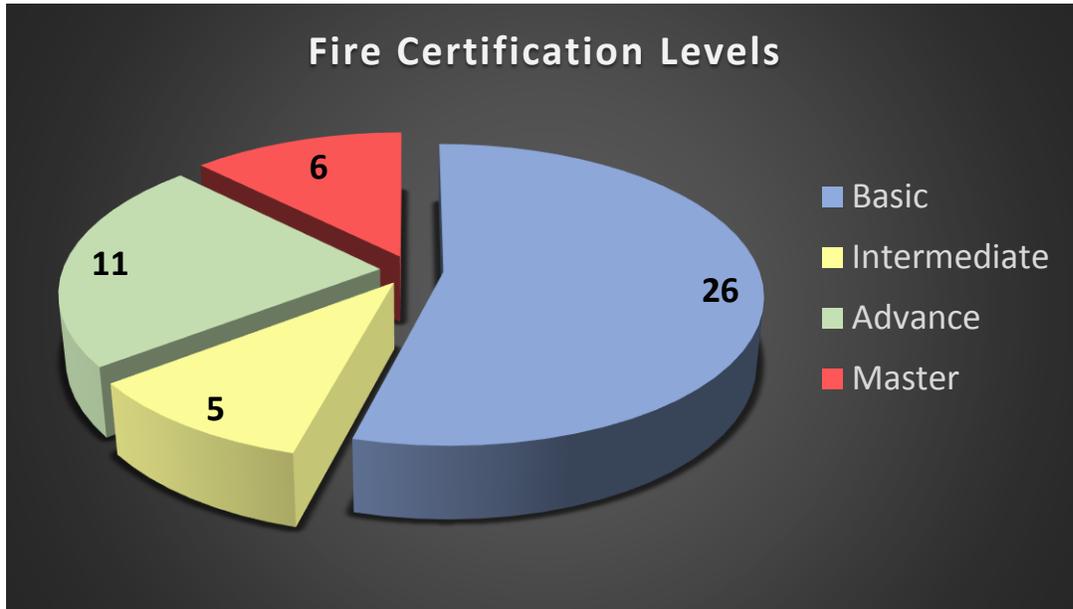
This Succession Plan focuses on key positions and assignments that are critical to the core functions of fire administration and operations. To better prepare supervisors for executive management positions, training is available from many resources to include Texas Commission on Fire Protection Fire Officer I-IV, Texas Fire Chief's Academy (Texas Fire Chief's Association), Fire Service Chief Executive Officer program (Texas A&M University, May's School of Business), Executive Fire Officer Program (National Fire Academy), and numerous leadership symposiums and continuing education (International Association of Fire Chiefs). All of the above programs specifically address executive management issues and best practices. Many of these programs consist of a curriculum requiring academic research assignments written in accordance with professional formatting standards and may lead to a professional designation and credit for accredited education.

Of the three middle management positions at the rank of Fire Captain, one (1) has obtained the Fire Officer IV Certification, one (1) has obtained Fire Officer III, and one (1) has obtained Fire Officer II. With new executive leadership in place at the Chief level, these Captains will be afforded opportunities to participate in the above programs as authorized by department budget. Although professional executive training is in its infancy, two (2) of the Captains have higher formal education (Bachelor degree), while one (1) Captain has obtained an Associate degree. Each Captain has also assumed responsibility and oversight in programs such as recruiting and hiring, EMS supply and equipment management, uniforms management, fleet and fire equipment management, and fire hose maintenance and management. The responsibilities attached to these roles include training, budgeting, and purchasing.

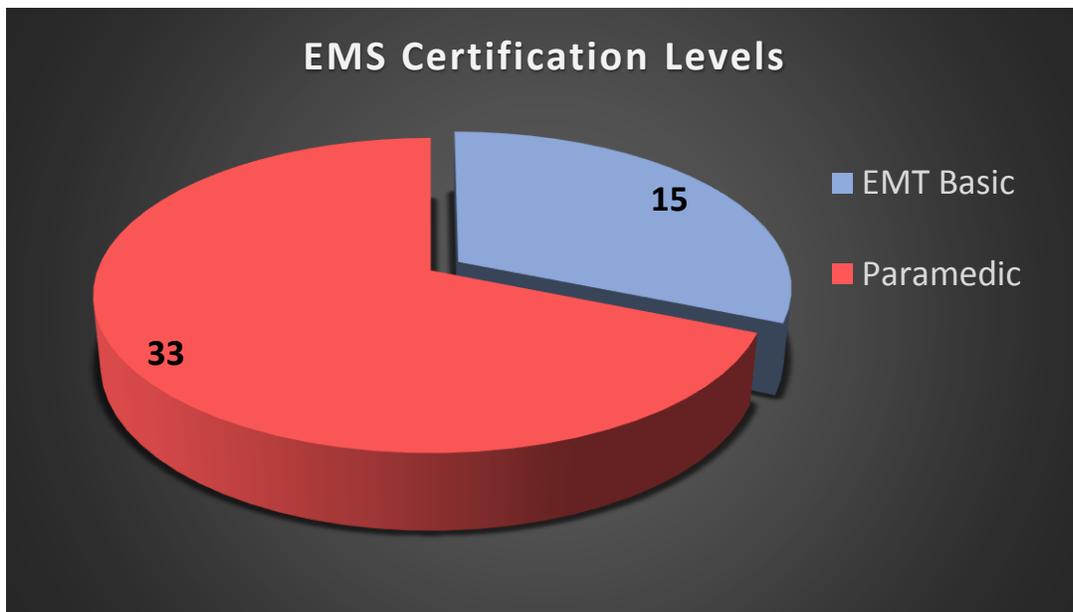
All six Lieutenants within the department are encouraged to obtain advanced Fire Officer Certifications in addition to Fire Officer I which is required for promotion. In addition to their leadership position, each Lieutenant is delegated an area of specialty within the department to include SCBA, Fleet, Hose, PPE, EMS Supplies, Hydrants, and Generators. New to these positions is the introduction of budget education. All Officers are educated on department and City budget processes which enables them to manage and assume responsibility for budgets within their delegated task. For each area tasked, the Lieutenant is responsible for accurate accounting of budgeted funding and expenditures, as well as forecasting needs. Two (2) Lieutenants have obtained Fire Officer IV, two (2) Lieutenants have obtained Fire Officer II, and two (2) Lieutenants have obtained Fire Officer I.

At the rank of firefighter, employees are encouraged to participate in programs in the department and City to include Honor Guard, Unity Committee, Focus Groups, MDA "Fill the Boot", Wellness Committee, Uniform Committee, Grant Committee, Physical Ability Testing, Consumption Test Course, New Employee Orientation and EMS "Clearing". Eight (8) firefighters have obtained Fire Officer I and four (4) have obtained Fire Officer II.

The fire service promotes professional development through governed regulations and requirements by the Texas Commission on Fire Protection. These advancing levels of professional development are indicated by the firefighter's level of certification to include one of the following: Basic, Intermediate, Advance, and Master. Below is a representation of every employee's firefighting certification.



Firefighters are also required to obtain and maintain an Emergency Medical Technician Certification or Licensure. The job description for newly hired firefighters mandate they obtain Paramedic Certification during their employment. Below is a representation of which level of Certification/License employees maintain.



Individual Succession Plan Model

The intent of the following model is to assist in attracting, developing, and retaining qualified employees within the Fire Department. It is the goal of the Fire Department to develop and promote employees into leadership positions and it is the hopes of this plan to provide the framework to assist with those advancement opportunities. The individual succession plan will consist of three phases. These phases are as follows;

Phase 1: Orientation and preliminary activities

Phase 2: Position specific activities

Phase 3: Advanced position specific activities

This Plan provides a structured series of activities that will help high-potential employees increase opportunities for advancement and prepare to assume key leadership roles within the organization. Each employee is subject to all organizational policies and procedures. This Plan will not result in a job guarantee or a pay increase. Each employee is subject to the City's standard regulations regarding pay and benefits.

Individual progression plans will vary in duration and requirements and will be used as a general guideline only. The Department reserves the right to exercise judgment in the event that any part of the process is circumvented to meet a need.

It is important to note that the required activities outlined in each phase are simply a guide and the employee is still responsible to meet all job requirements, minimum requirements, education, experience, and perform functions of the position as determined by the City. The succession plan is not a guarantee for placement.

Phase 1	Phase 2	Phase 3
Administration	Administration	Administration
Review City Policies, Department Policies, and EMS Protocols	Attend Department committee meetings.	Attends Council Meetings and other City Administration meetings.
Complete New Employee Orientation, and demonstrate Fire and EMS Skills proficiency	Can appropriately apply SOP's, Policies, and EMS Protocols to daily functions.	Maintains oversight of Department budget, SOP's, Policies, and EMS Protocols
In-process City and FD	Ability to apply Fire Codes to day-to-day operations and answer questions that relate to the Fire Codes.	Plans and coordinates department activities.

Communication	Communication	Communication
<p>Ability to interact with patients, coworkers, and citizens.</p> <p>Ability to conduct public education to civic, professional, and educational groups.</p> <p>Ability to complete written reports and demonstrate verbal communications.</p> <p>Ability to comply with HIPAA.</p>	<p>Interacts with department administration.</p> <p>Administer Company and Battalion level training.</p> <p>Comfortable dealing with public, other city departments and civic organizations.</p>	<p>Excellent communication skills: Engages with City Staff and Elected Officials, frequently deals with public, City employees, media and civic organizations.</p> <p>Regularly presents information to City Council, management, and employees.</p> <p>Ability to speak and present at public events on behalf of the City.</p> <p>Answers all requests from media and public relating to public safety issues.</p>
Developmental Work Assignments	Developmental Work Assignments	Developmental Work Assignments
<p>Detailed understanding of Fire Department Policies, Standard Operating Guidelines, and General Orders.</p> <p>Participation in special events.</p> <p>Ability to operate as a Field Training Officer.</p> <p>Answers citizen requests for information and can direct issues to appropriate department.</p> <p>Ability to preserve and manage official records.</p> <p>Ability to assess programs and their effectiveness.</p>	<p>Prepares schedules and coordinates activities.</p> <p>Assumes responsibility for special programs. Delegate facets of special programs to qualified subordinates and oversee the completion.</p> <p>Familiar with the process of bond issues, tax notes, capital projects, and bid processes.</p> <p>Familiar with City Strategic Plan and how the Fire Department fits into it.</p> <p>Ability to manage and retrieve records when requested.</p>	<p>Pays invoices for City services.</p> <p>Creation of a Strategic Plan for the fire Department.</p> <p>Effective management of safety issues, hazards in public safety, and natural or man - made disasters.</p> <p>Ability to implement and apply Emergency Management Plan.</p> <p>Seeks opportunities to delegate programs to subordinates.</p>

Technical Development	Technical Development	Technical Development
<p>Experience with Fire and EMS reporting software.</p> <p>Ability to navigate through computer systems and networked folders.</p> <p>Experience with technical Fire EMS and Rescue equipment.</p> <p>Familiar with City's Purchasing Policy.</p> <p>Familiar with Capital Improvement Plan, Capital Outlay Plan, and Personnel Plan</p>	<p>Able to command small scale emergency scenes.</p> <p>The ability to use a computer and its various programs as a tool in the completion of the Fire Department mission.</p> <p>Ability to manage employee payroll and PAF's.</p> <p>Ability to make purchases in accordance with the City's Purchasing Policy.</p> <p>Assists in updating Capital Improvement Plan, Capital Outlay Plan, and Personnel Plan</p>	<p>Able to command large scale all hazards emergency scenes.</p> <p>Ability to manage full budget process and present information to elected officials.</p> <p>Senior level experience working with bond issues, tax notes, capital projects, and bid processes.</p> <p>Manages the performance evaluation process for all employees.</p> <p>Maintains oversight of Capital Improvement Plan, Capital Outlay Plan, and Personnel Plan</p>
Project Management	Project Management	Project Management
<p>Ability to multi-task.</p> <p>Ability to meet deadlines.</p>	<p>Develop and administer the budget of assigned programs.</p> <p>Ability to take the Fire Department Vision and Mission and implement a schedule for day-to-day operations.</p>	<p>Provides the Fire Department Vision and Mission.</p> <p>Develops and coordinates new projects</p>
Other	Other	Other
<p>Ethical; complies with the City and Department's policy on ethics.</p> <p>Involved in community service.</p> <p>Physically and mentally fit.</p>	<p>Ethical; Set the example for the City and Department's policy on ethics.</p> <p>Involved in community service.</p> <p>Physically and mentally fit.</p>	<p>Ethical; Set the example for the City and Department's policy on ethics.</p> <p>Involved in community service.</p> <p>Physically and mentally fit.</p>