



Rochelle Fire Department

Leadership Expansion Presentation

Investments in the Fire Department

Apparatus Fleet

- Apparatus have been maintained and kept on a regular replacement cycle

Staffing

- Staffing was addressed by City leadership and new members have been added to the fire department

Facilities

- New accommodations have been made to the fire station to meet the needs of our membership

Training

- New fire training facility is open
- Invested in a culture of growth and development for our members

ORGANIZATIONAL CHART



Proposed Leadership Expansion

- Establishment of the Captain Rank
- Our aim is to expand our leadership ranks to 1 Fire Chief, 3 Captains, and 3 Lieutenants
- The overall goal with the proposed leadership expansion is to clearly establish roles and responsibilities for our members that provide for safety and operational efficiency to combat challenges that we face during our duties.

ORGANIZATIONAL CHART



Comparable Agencies

Department	Officers	Per Shift	Call Volume (*Approximate)	Notes
Byron	1 Fire Chief 3 Deputy Chiefs 3 Lieutenants	1 Deputy Chief 1 Lieutenant 4 Firefighters	1200*	Fire/EMS
Dixon City	1 Chief 1 Deputy Chief 3 Captains 3 Lieutenants	1 Captain 1 Lieutenant 4 Firefighters	2800*	Fire/EMS
Dixon Rural	1 Chief 1 Asst Chief 2 Captains	1 Asst Chief or Captain and 2 Firefighters	850*	Fire/EMS
Sycamore	1 Fire Chief 1 Deputy Chief 3 Battalion Chiefs 6 Lieutenants	1 Battalion Chief 2 Lieutenants 6 Firefighters	2924	Fire/EMS
Sterling	1 Fire Chief 1 Deputy Chief 3 Captains 3 Lieutenants	1 Captain 1 Lieutenant 4 Firefighters	1510	Fire, medical assist
Rochelle (Proposed)	1 Fire Chief 3 Captains 3 Lieutenants	1 Captain 1 Lieutenant 4 Firefighters	3129	Fire/EMS

Benefits of the Leadership Expansion

Command Presence



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graph TD; A[Command Presence] --> B[Company Officer]; B --> C[Professional Development and Preparation]; C --> D[Administrative Leadership]; D --> E[Mentorship/Succession/Retention];
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Company Officer

Professional Development and Preparation

Administrative Leadership

Mentorship/Succession/Retention

Command Presence

- The dynamic and diverse nature of our community and response area provides routine need for incident command presence, for example, multi-vehicle responses, multi-victim incidents, concurrent medical and fire/rescue incidents, motor vehicle accidents with extrication, structure and wildland fires, and other complex situations. The number and complexity of these incidents continues to grow.
- The establishment of the Captain Rank will clearly establish a shift supervisor who is tasked with incident command duties, providing a guarantee of a trained, designated IC, particularly when the Fire Chief is not present.
- The Captain will also function as a Division Supervisor or Safety Officer, supporting the Fire Chief during large scale operations.
- 71% of maydays that occur, the Company Officer had stayed outside to be the Incident Commander
 - This statistic highlights the importance of having supervision for the crews and for the incident as soon as possible. Fire Department Command level response should be designed to address this and provide an IC early in the incident so company officers (Lieutenants) can be company officers.



Company Officer

- A key benefit is establishing a clear role of company officer for the shift.
- The Lieutenant will be charged with supervising the company of firefighters on shift.
- The Lieutenant will ensure tasks are carried out efficiently and safely, provide guidance and support to their team members, and communicate with other officers on the scene of an incident.
- The coordination between the Captain and the Lieutenant will maintain fire ground accountability and situational awareness



Professional Development and Preparation

- Clearly defined roles of a shift supervisor and company officer will allow members to target their training to become proficient in their assigned responsibilities
- Captains and Lieutenants will receive numerous repetitions to hone their leadership skill set
- Captain Rank will require Fire Officer II or Advanced Fire Officer Certification
- Lieutenant Rank will require Fire Officer I or Company Fire Officer
- Continuing Education
 - Annually required to complete 12 hours of officer training
 - Fire Officers can be trained in higher levels of NIMS and ICS
 - Company officer School and Command Officer School

Administrative Leadership-Captain

- State and Federal Mandates continue to increase for fire department operations
- The Captain Rank will clearly establish members of the department to coordinate with the Fire Chief to effectively meet these requirements
 - Emergency Medical Services
 - Training
 - OSHA Standards
 - Apparatus Standards
 - Special Teams
- Media Contact/PIO for Fire Department Incidents
- Supervise Scheduling
- Employee performance evaluation and continuous improvement
- Performance metric goal setting, assessment, and reporting

Administrative Leadership-Lieutenant

- The Lieutenant will function as the company officer during the shift
- They will be able to execute day to day company operations
 - Daily Tasks
 - Preparedness for response
 - Company level training
- The Lieutenant will assist the Shift Captain with assigned administrative tasks.
 - Apparatus Maintenance
 - Training
 - Assigned Tasks such as prevention, investigations, special teams, public education, and OSHA/ISO requirements

Mentorship/Succession/Retention

- This expansion of leadership will allow for officer development and mentorship at all levels with close supervision.
 - We will be able to provide members leadership experiences in an environment where they have a senior officer to lean on
- Creating rank and career advancement opportunities will foster an environment dedicated to preparing junior members to become officers and allow officers the experience to prepare for advancement to higher ranks in the organization
- This will boost morale and give members more opportunities to grow within the fire department.

Rochelle Fire Dept

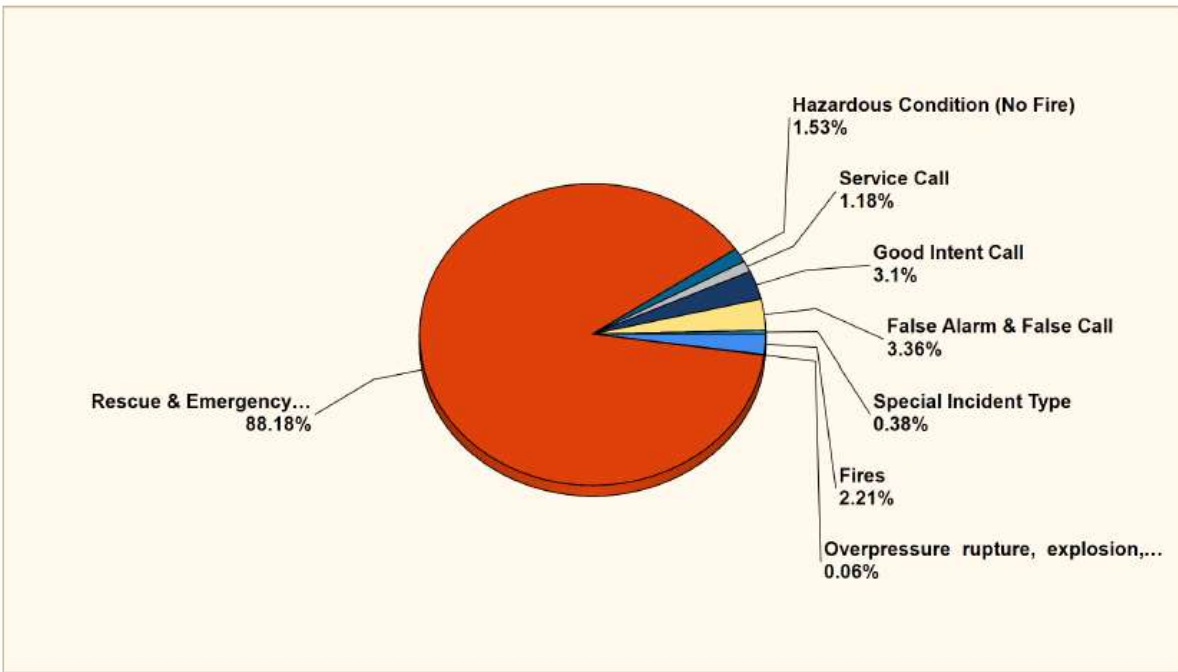
Rochelle, IL

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Breakdown by Major Incident Types for Date Range

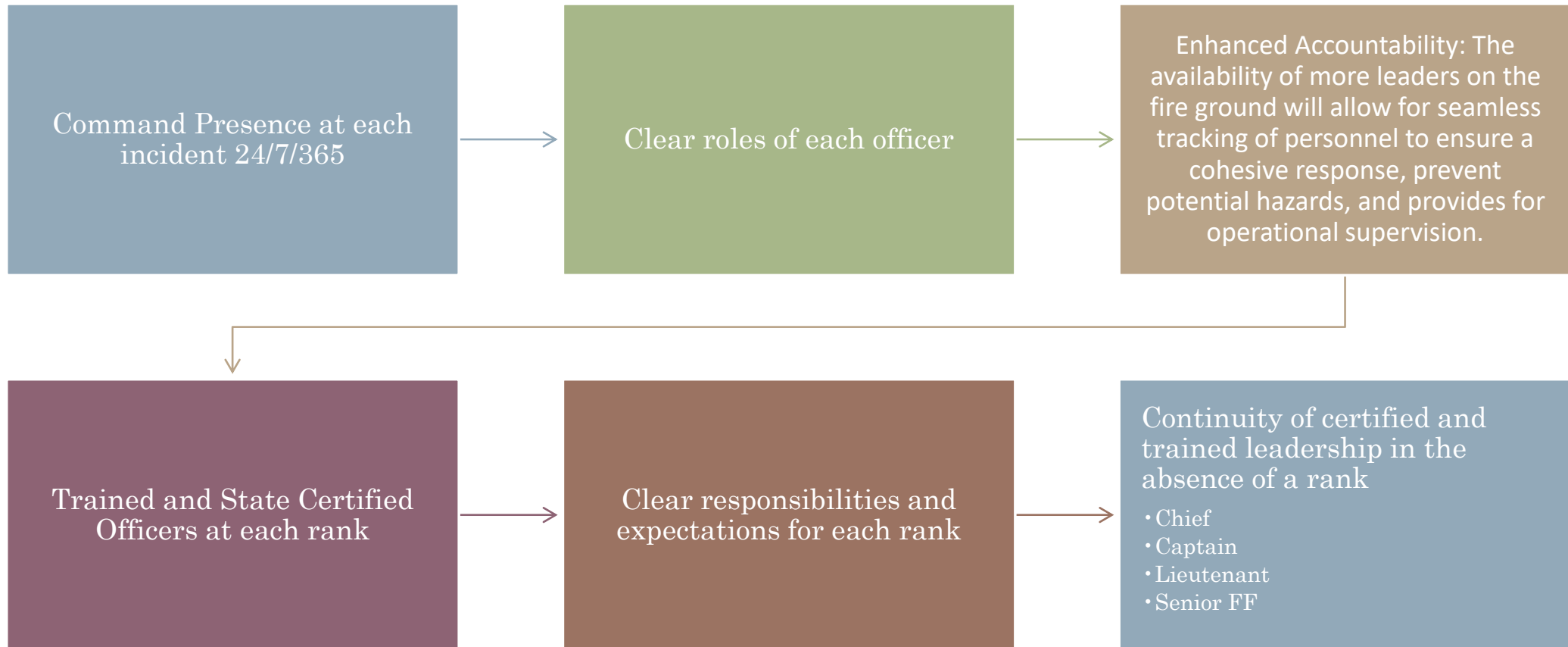
Zone(s): All Zones | Start Date: 01/01/2023 | End Date: 12/31/2023



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	69	2.21%
Overpressure rupture, explosion, overhear - no fire	2	0.06%
Rescue & Emergency Medical Service	2759	88.18%
Hazardous Condition (No Fire)	48	1.53%
Service Call	37	1.18%
Good Intent Call	97	3.1%
False Alarm & False Call	105	3.36%
Special Incident Type	12	0.38%
TOTAL	3129	100%

Incident
Data

Safety and efficiency



Decision to Implementation

Initiate and conduct a Captain's testing process, candidates test from rank below (Per State Statute)



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graph TD; A[Initiate and conduct a Captain's testing process, candidates test from rank below (Per State Statute)] --> B[Promote current Lieutenants to Captain following successful completion of Captains test]; B --> C[Resultant Lieutenant vacancies filled according to active Lieutenant list]; C --> D[Subsequently re-test for Captain from the Lieutenant rank and test for Lieutenant from the firefighter rank to maintain active eligibility lists.];
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Promote current Lieutenants to Captain following successful completion of Captains test

Resultant Lieutenant vacancies filled according to active Lieutenant list

Subsequently re-test for Captain from the Lieutenant rank and test for Lieutenant from the firefighter rank to maintain active eligibility lists.

SAFER Grant Award

The City of Rochelle applied for the FY 2023 Staffing for Adequate Fire and Emergency Response (SAFER) grant in early 2024.

A light gray downward-pointing arrow indicating the flow from the first step to the second.

The City was notified of the award in August of this year. The total grant amount is \$919,368. The SAFER Grant, from the Federal Emergency Management Agency (FEMA), allows the city to add three full-time firefighters to the Rochelle Fire Department.

A light gray downward-pointing arrow indicating the flow from the second step to the third.

The SAFER Grant is awarded directly to fire departments to help increase and maintain the number of front-line staff. The grant will be utilized in Rochelle as part of an initiative to increase the number of staff on each shift at the fire department.

Summary





Thank you
for your
time!