

*Henrico County Division of Fire  
2018-2023 Continuous Improvement Strategy*





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## | Mission & Values |



### **Our Mission:**

Henrico County Division of Fire is a community-driven, professional public safety and service organization that takes PRIDE in stewardship and innovation, while maintaining the public trust.

### **Value Statement:**

Henrico County Division of Fire takes PRIDE in our unique calling to fulfill the needs of our customers in the community we share.

### **Core Values:**

#### **Professionalism**

We will provide service in an accountable, competent and innovative manner.

#### **Respect**

We will hold in high regard, the diversity within our organization and community.

#### **Integrity**

We will uphold public and organizational trust by committing ourselves to the highest ethical and moral codes.

#### **Dedication**

We will remain loyal to our commitment and our community.

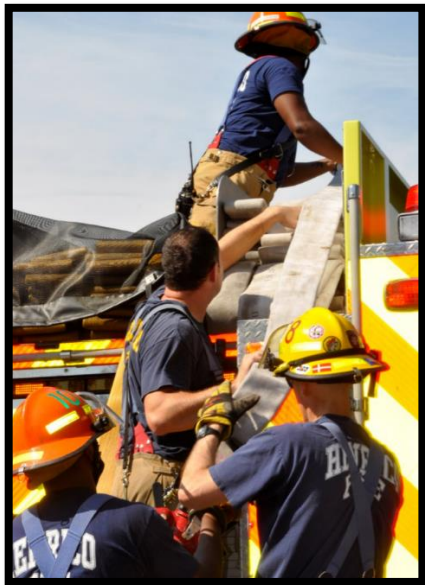
#### **Empathy**

We will support, understand and meet the needs of our organization and the community in a compassionate manner.



## | Strategy Overview |

The Division of Fire strives for an environment of continuous improvement, and as such, the Division developed the 2018-2023 Continuous Improvement Strategy through a four-phased development process. The results of a comprehensive web-survey, a one-day community stakeholder input forum, and an agency-partner luncheon were used to guide the workgroups of a three-day internal stakeholder workshop. The internal participants developed goals and objectives to provide for the agency's direction over the coming years. This document and process will be evaluated twice yearly for change opportunities and will be tied closely to our annual budget process.



The 2018-2023 Continuous Improvement Plan is a dynamic guide for the Division to follow through 2023. Focused upon eight essential organizational goals, the related objectives and tasks allow for the agency's administrators to maintain a strategic direction while closely tying the process to the annual budget cycle. Semiannually, an executive review will identify opportunities for strategic changes or modifications as the Division's operating environment changes. Annually, the built-in program appraisals will provide a needs assessment and test of effectiveness for all core programs or processes.

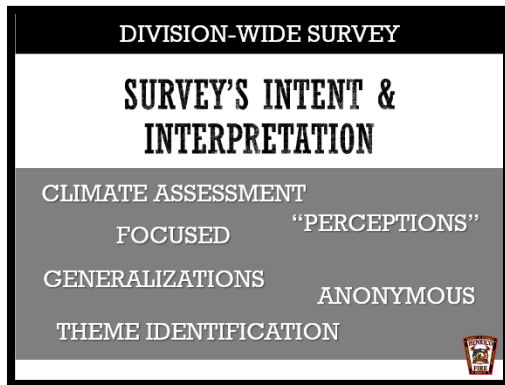
The development began in late 2016 with a goal to create a process that closely matches the needs of the organization. The practice of soliciting whole-organization feedback as well as community input was desired. Through collaboration with other like-sized fire agencies and maintaining an adaptable development process, the 2018-2023 Continuous Improvement Strategy plan was established.

The development of the 2018-2023 Continuous Improvement Strategy included the following four components:

- Division-wide Survey
- Community Stakeholders Workshop
- Agency Partners Luncheon
- Internal Stakeholders Workshop

## | Division-wide Survey |

The Division-wide survey was designed to measure a variety of specific topics through both quantitative and qualitative means. To validate results, multiple measurements were used for each



topic and the questions were asked in random order. Open for feedback submission for fourteen days, the organization's members were, in some cases, provided "out-of-service" time to complete the assessment tool. As a result, more than 75% of the staff completed the anonymous, 95 question, online-survey.

To analyze the results, each of the topic's measurement tools were examined and compared. In cases of free-text responses, each response was individually read to identify common, or repetitive themes. The quantitative results and qualitative findings reported below are generalized to organization where possible.

### *General Demographics:*

- 82% of the organization participated in the survey.
- 75% of those who began the survey completed it in its entirety.
- 89% of the participants were assigned to field operations.
- 56% of the respondents were either company officers or tenured firefighters.
- Respondents from all area of the organization participated, including all shifts and administration.

### *Mission & Values*

Throughout the organization, both the mission and core values are overwhelmingly supported and accepted. The survey, through a total of 5,070 individual responses, reports core values and the mission are supported individually (90.4%) and are perceived by the employee to be supported by their immediate supervisor.

### *Professional Development*

From the perspective of career development for firefighters (not officers), the support received for career advancement is adequate, valuable, and seen as a useful tool. Less than 23% of respondents disagree with this statement.

For supervisors however, the organization is evenly split on the topic of “succeeding in preparing supervisor.” Furthermore, common themes were identified indicating the organization is lacking basic officer development for both officers and officer candidates. Some officers show evidence, as seen by their subordinates, as being ill-prepared for basic leadership, ability to hold deficient firefighters accountable, and lacking fireground experience.

### *Succession Management*

To maintain trained personnel and an organizational environment for success, the Division of Fire must provide multiple levels of functional competence and leadership. Succession Management is imperative to long-term sustainability.

70% of our organization feels the Division of Fire is currently providing acceptable or good succession management. Additionally, 75% feel they are personally ensuring succession management is in place for their own position.

66% of the personnel feel they mentored another employee within the Division while more than 80% report being mentored by others.

90% of the organization’s members feel they are offered opportunities to lead. However, 65% state they would not participate in a promotional process if eligible and given the opportunity. Common themes focused upon lack of communication, recruit training management, and general morale may influence promotion/succession management and are further outlined below.



## *Recruitment & Diversity*

Regarding the perceived performance of firefighter recruitment to select the best qualified candidates, 40% of the organization feels the process is more than acceptable. In contrast however, more than 60% feel current firefighter recruitment is moderately to very valuable to the organization. Additionally, 58% report a diverse workforce is moderately to very valuable.

The Division is evenly split on the topic of “workforce diversity will positively impact the organization’s future”. At face value, these findings contradict themselves and show challenge toward interpretation. Themes within text responses, however, identify areas and opportunities for examination.

The organization identified several clear and shared themes repeated throughout many of the means for measurement.

**Workforce Diversity is Important & Misunderstood:** Many respondents expressed the positive impacts to which a diverse workforce can have upon an organization. Many express that they and their coworkers have a misguided, misrepresented, or poorly educated view of what the firefighter recruitment program is working toward. Additionally, members simply don’t see a reason to focus upon the topic as long as the best candidates are chosen.

**Recruit Candidates with a Practical Skill-set:** One of the most common themes throughout the survey is recruiting new firefighters who can do the job. Members outline the fire service is a career of practical problem-solvers. Hiring candidates with college education and community service is acceptable, however, they must be able to think critically and have a practical skill-set.

## *Workplace Support Structure & Morale*

Employees consistently feel supported in their decision and are provided with the tools and resources necessary to provide good service. There is a trust among co-workers and supervisors and opinions are valued throughout. More than 90% of employees are happy with their Henrico Fire career choice and would recommend employment to their family. The staff overwhelmingly takes P.R.I.D.E. in their work and has a high degree in ownership of the Division’s successes and failures.



Morale throughout the organization is perceived low and the Division is relatively split on who is more effective changing morale. 56% believe Company Officers and firefighters can change the organizations attitude where another 27% believe the Fire Chief has the most control.

Thematic review reveals the common thought that lack of organizational communication and non-specific priorities are a major contributor to morale. Additionally, too many new initiatives without a common or centralized focus is also a concern.



### *Workplace & Environmental Safety*

Examining the topic of job-related competence, 88% of the organization believes their co-workers are competent and 99% report self-competence. 95% report their supervisors are competent, however a common theme was identified surrounding the perceived lack of supervisor experience on the fireground and with performance management.

When considering workplace safety, close to 100% of the personnel report safe work areas, safe equipment, and expectations for safe work performance. Division of Fire employees consistently perform work in a safe manner.

### *Communication*

One of the most prominent themes identified within the survey was the need for improved communications related to organizational initiatives and priorities. Communication at lower levels is reported as excellent between line staff and first-level supervisors. The staff reports that strategic communication and communication from top-level leaders is vital for the organization.

As we measure communication performance above the rank of Lieutenant, the perception lowers. Communication between Chief Officers (including Executive Staff) and the employee is acceptable yet the responses are evenly distributed on both sides of the spectrum.

Although a majority of the organization feels they received adequate communication over the past five years, several themes evolved regarding the direct relationship of morale and communication.

### *Operational Readiness*

Individuals perceive their company's level of general operational readiness is good to very good; however, 81% believe the Division of Fire, as a whole, is only acceptable to good. Although the

perception of the individual companies is high, the perception of the organization is lower.



Throughout the survey, several themes evolved around this topic. The most prominent was that of physical fitness and its relationship with operational readiness. Additionally, physical, mental, and emotional preparedness play an integral role. Aside from the individual's responsibility toward operational readiness, the respondents perceive that continuous and efficient company training to improve functional

expertise is important.

Company level training was ranked the top component of sustaining operational readiness and also of general importance with physical fitness as a close second.

As stated above, the organization feels physical fitness is an important component for success. Nearly 100% find individual fitness is moderately to highly valuable. Additionally, 61% perceive the Work Performance Evaluation is an indicator of a firefighter's ability to perform job related tasks.

## *Accountability*

The survey revealed several perceptions about accountability that are important to an organization. First, more than 90% of the staff feels they personally are held accountable and more than 80% feel their supervisors are held accountable. Additionally, 93% of the organization feels accountability is valuable.

In contrast however, the staff is split 63%/37% on the perception of organizational success in accountability in recent years. Also, much of the staff feel that the Division provides for acceptable accountability.



Themes that arose around the topic generally focus upon inconsistent accountability beyond front-line supervisors. Employees do not perceive that accountability is in place for actions, behaviors, and decisions at the levels of Captain through Chief.

## *Moving Forward*

Both the raw survey results and the report above were integrated into the formation of the 2018-2023 Continuous Improvement Strategy. The Internal Stakeholders, who developed the goals, objectives, and tasks considered the information produced by this assessment tool.

This organizational climate survey was the first of its kind in the Division's history. As we move forward into future agency assessments, the Division will use the 2017 Division-wide Survey as a benchmark to assess for an overall change.

## | Community Stakeholders Workshop |

The Division is open and willing to evaluate community feedback as part of our strategic planning process to orient our direction toward the community's expectations. An integral component of the 2018-2023 Continuous Improvement Strategy development was the External Stakeholders Workshop conducted at Libbie Mill Library on May 15, 2017.

Participation was diverse and included individuals and organizations throughout our community and service delivery model. Twenty-four participants took part in the workshop representing fourteen community organizations and businesses including:



- Wyndham Foundation
- Short Pump Town Center
- Virginia Asian Chamber of Commerce
- J.S. Reynolds Community College
- Patient First
- Bon Secours Richmond Health
- American Red Cross
- Innsbrook Foundation
- Mt. Vernon Baptist Church
- West Broad Village
- Henrico Volunteer Rescue Squads
- University of Richmond
- Richmond International Raceway
- Indian Association of Virginia
- Westminster Canterbury

The eight-hour workshop was guided by three fundamental objectives:

- Review the Progress Since the 2013 External Stakeholders' Workshop
- Define & Prioritize Community's Expectations for the Organization
- Identify & Discuss the Community's Perspective on "More | Better | Different"

The workshop's participants succeeded in meeting all the objectives. Below is a summary of the community stakeholders' feedback.

### **General Community Expectations:**

- Know Your Customer, Have Community Awareness
- Focus on Prevention - Proactive vs. Reactive
- Further Expand Upon Firefighter Recruitment
- Community Awareness of Community Risk Reduction Programs
- Leverage Agency Partnerships within the Community
- Single-Community P.O.C. at Fire Stations

### **MORE: What We Currently Do Well**

- Delivery of Public Education
- Interaction with Volunteer Rescue Squad
- The Focus on Core Services
- Interaction with Commercial Partners
- Establishing the Brand of Henrico Fire
- High Standards for Recruitment
- High Standards for Training
- Delivery of the Smoke Alarm Program
- Scenario-based Drills

### **BETTER: Do These More Often**

- Diversity in Personnel & Officers
- Community Education
- Community Disaster Preparedness
- Preparing Firefighter Applicants
- Carbon Monoxide Alarm Program
- Marketing Risk Reduction Programs
- Collaborative Public Health Education
- Language & Cultural Awareness Training
- Improved Community Liaisons at Fire Stations
- Teen Interaction in the Community
- Succession Management
- Leadership Development
- Targeted Hazard Planning & Walk-thru's

### **DIFFERENT: What We Should Improve Upon and Do Better**

- Develop Alternative EMS Model
- EMS Prevention for Frequent Consumers
- Targeted & Collaborative CRR
- Improve Community Communication
- Don't Be Distracted by Good Ideas

## | Agency Partners Luncheon |

As a new component of the development process, the intent of the Agency Partners Luncheon was to solicit feedback from those organizational partners who typically have little interaction with our strategic plan. Like community feedback, the information gathered during the Agency Partners Luncheon is invaluable to our organization. It focuses upon interagency interaction and is an opportunity to improve relationships through structured and facilitated communication.

The participants were chosen by notifying all County-agency Directors and outlining the intent of the conversation. The three-hour luncheon was held on May 17, 2017 at the Fire Administration Conference Room and attendees represented the following agencies:

- County Attorney's Office
- Henrico County Schools
- General Services (Facilities & Maintenance)
- Henrico County Budget Office
- Social Services
- Mental Health & Disability Services
- County GIS Office
- County Information Technology
- Building Code Official's Office
- County Planning
- County Human Resources
- Henrico County Sherriff's Office
- Public Works (Transportation)

### **MORE: What We Currently Do Well**

- Innovation & Best Practices
- Service-oriented Culture
- Community Outreach with Children
- Emergency Management
- Core Service Delivery
- Collaborative Risk Reduction
- Inter-Agency Relationship Building
- Data Driven Decision-making
- Police/Fire Relationship
- Marketing

### **BETTER: Do These More Often**

- Public Education of 911 Usage
- Engage Partners Earlier
- Provide Consistent Accountability
- Budget Consideration for Initiatives
- Adult Risk Reduction Outreach
- Long-range Project Planning
- Use Non-Emergent Processes for Non-Emergency Projects
- Interagency Project Coordination
- Training for Civilian Staff
- Consider Workload for Civilian Staff
- Organizational Communication

### **DIFFERENT: What We Should Improve Upon and Do Better**

- Talent Management – Succession Management
- Avoid “Shiny Thing Syndrome”
- Know Your Limits
- Internal Records Management
- Interagency Sharing Information
- Reduce the Gap Between Sworn & Civilian
- Prioritize Tasks, Initiatives, & Projects
- Consistent, Honest, & Clear Communication
- Increase Collaboration



## | Internal Stakeholders Workshop |

The cumulative results of all the previous components of the 2018-2023 Continuous Improvement Strategy development process was intended solely to guide the efforts of the Internal Stakeholders Workshop. This three-day workshop, held June 5-7, 2017 at Deep Run Recreation Center, was used to develop the strategic direction through collaboration of personnel from all sections and ranks throughout the organization.





Attendance of the workshop included all ranks, tenure, and section representatives:

Name	Rank	Representing
Adebayo, Crystal	Civilian Manager	Controller
Archibeque, Scott	Captain	Training
Bartal, Kevin	Assistant Chief	Field Operations
Bassett, Micheal	Firefighter	Field Operations
Bennett-Spear, Shari	Leadership Trainer	Facilitator - County HR
Brittle, Justin	Firefighter	Field Operations
Bryant, Agee	Lieutenant	Field Operations
Buehren, Chris	Assistant Chief	Field Operations
Carr, Brien	Firefighter	Field Operations
Cheeley, William	Lieutenant	Field Operations
Colfax, Chuck	Firefighter	Field Operations
Courtney, Jim	Captain	Specialty Team
Cox, Mike	Deputy Chief	Deputy Chief - CRR
Farmer, Jeff	Battalion Chief	Field Operations
Gerald, Cricket	Assistant Chief	Field Operations
Goodman, Taylor	Captain	Community Services
Harris, Kevin	Firefighter	Field Operations
Hodges, Mike	Lieutenant	Field Operations
Langford, Stan	Battalion Chief	Field Operations
Lindstrom, Anna	Civilian	Accountant
Martin, Ben	Lieutenant	Recruit Training
Martin, Russ	Battalion Chief	Special Operations
McDowell, Tony	Fire Chief	Fire Chief
McRay, Anna	Civilian Manager	Emergency Management
Morales, Dave	Civilian Manager	Technology
Nuckols, Greg	Captain	Deputy Fire Marshal
Oughton, Alec	Deputy Chief	Deputy Chief - OPS
Palmer, Kathy	Firefighter	Field Operations
Poston, William	Battalion Chief	Professional Standards
Powell, Jeff	Battalion Chief	Executive Officer
Powers, Joe	Lieutenant	Facilitator - Fire Planning
Roberts, Scotty	Battalion Chief	Field Operations
Schenk, Kim	Leadership Trainer	Facilitator - County HR
Shukoor, Ruqsaar	Civilian	Data & Technology
Tretina, Cari	Civilian Director	Administration
Tucker, Billy	Captain	Logistics
Vick, Jason	Partner - Retiree	IAFF Local 1568
Walls, John	Captain	Field Operations
Warner, Phil	Captain	Fire Planning
Williams, Shawn	Lieutenant	FF Career Development
Wood, Dave	Lieutenant	Fleet Manager
Wood, Jason	Captain	Operations - Special Projects

### *Workshop Objectives*

The workshop was jointly developed and facilitated by the staff at Henrico County Organizational Leadership & Talent Development (OLTD) and the Henrico Fire Planning Section. Ms. Kim Schenk and Ms. Shari Bennett-Spear, both from OLTD, worked with Division personnel to develop the last phase of this process for success and to extract the most efficient and effective output possible. The development team identified these key workshop objectives:



- Understand the Continuous Improvement Process and the Intent of the 2018-2023 Continuous Improvement Strategy.
- Review & Consider Internal Feedback Gathered through Division-wide Assessment Tools.
- Understand Community's Expectations and Constructive Feedback
- Develop a Strategic Direction for the Division of Fire through a Structured Process

### *Workshop Content*

The workshop included several key components over the three days which produced an environment for success. The workshop attendees worked in groups, by function and experience, to develop the final recommendations. To move from day-one through day-three, the workshop included:

- Welcome, Orientation, & Objectives Review
- State of the Division – Presentation by the Fire Chief
- 2013-2018 Organizational Goals Review
- 2013-2018 Continuous Improvement Strategy – Update
- Community Input & Survey Results

- S.W.O.T. Analysis - Strengths, Weaknesses, Opportunities, & Threats
- Service Gaps & Critical Issues Discussion
- Objectives & Task Development
- Realignment of the Division's Mission & Core Values



### *Organizational Goal Development*

Throughout the workshop, participants identified the organization's environment had changed since the goal development in 2013. Modification to the organization's goals and in turn alteration to the mission and core values was reflective. Overall, the 2013 goals were aligned, but through a comprehensive review of strengths, weaknesses, opportunities, and threats, participants recommended consolidating and establishing new organizational goals. The organizational goals are as follows:

## *Strategic Goals Defined*

### **GOAL 1: SAFETY, HEALTH, & WELLNESS**

Develop and sustain an organizational environment for safety, health, and wellness for all employees.

### **GOAL 2: ORGANIZATIONAL COMMUNICATION**

Develop and implement an effective and comprehensive communication plan for the Division of Fire.

### **GOAL 3: WORKFORCE**

To develop a workforce that exemplifies the Division of Fire's core values and is prepared to achieve the mission and vision.

### **GOAL 4: PROCESS, DATA, & TECHNOLOGY**

Develop and utilize processes, data, and technology systems that support the current and future requirements of the Division of Fire.

### **GOAL 5: COMMUNITY RISK REDUCTION**

Design an adaptable, comprehensive, all-hazard whole community risk reduction program.

### **GOAL 6: TRAINING & CERTIFICATION**

Develop an effective and comprehensive training and certification program.

### **GOAL 7: RESPONSE**

Enhance the ability to prepare for, respond to, mitigate, recover from emergencies and disasters by developing a community-driven service delivery model.

### **GOAL 8: LOGISTICS**

To ensure a responsive, sustainable logistics program is in place to comprehensively address the current and future support needs of the Division.

## | Strategy's Intentions for Adaptation |

The 2018-2023 Continuous Improvement Strategy is not intended to be a static document and guide the organization through the next five-years without change. The organizational environment is dynamic and is effected by numerous variables to which the stakeholders could not account for during the development. It is imperative for the custodians of the 2018-2023 Continuous Improvement Strategy to allow the document to adapt to the agency and community's needs over the next five years.



To accomplish this task of adaptation, the lifespan of the document will include:

- Biannual program manager review and strategic recommendations
- Biannual communication of progress and recommendations to the organization
- Annual program appraisals to align with the budget cycle
- Annual update to objectives & tasks to match the most current environment
- Community Stakeholder Feedback Sessions held every 2.5 years and aligning with each plan development cycle.

		Functional Responsibility	Production Time
<b>GOAL 1</b>	<b>SAFETY, HEALTH, &amp; WELLNESS</b>	<b>Deputy Chief - Ops</b>	
	<b>Develop and sustain an organizational environment for safety, health, and wellness for all employees.</b>		
<b>1.1</b>	<b>Establish &amp; maintain a safe working environment for all employees.</b>	<b>Captain - Safety</b>	<b>48</b>
	1.1.1 Conduct a workload and staffing study to develop recommendations for staffing to support safety, health, and wellness.	Personnel Coordinator	
	1.1.2 Develop a sustainable Cancer Risk Reduction Program to which the most current practices are utilized.	Captain - Safety	
	1.1.3 Establish a process for accident and injury reviews to drive development of recommendations for prevention.	Captain - Safety	
	1.1.4 Establish a process to provide for research and development of best practices for efficient and effective service delivery.	Captain - Safety	
	1.1.5 Evaluate the needs for and implement sustainable resources to monitor and maintain safe fireground operations.	Captain - Safety	
<b>1.2</b>	<b>Establish &amp; promote standards for employee health.</b>	<b>Captain - Safety</b>	<b>36</b>
	1.2.1 Establish and adopt Fitness for Duty guidance including the means for returning to work after an injury or illness.	Captain - Safety	
	1.2.2 Evaluate for and implement a process to conduct total physical and fitness evaluations.	Captain - Safety	
	1.2.3 Validate the Work Performance Evaluation.	Special Projects - Ops	
	1.2.4 Establish a process and support technology for maintaining appropriate data for employee test results related to health, safety, and wellness.	IT Manager	
<b>1.3</b>	<b>Establish &amp; promote standards to promote and sustain employee wellness.</b>	<b>Captain - Safety</b>	<b>36</b>
	1.3.1 Establish a Peer Support Team.	Special Projects - Ops	
	1.3.2 Establish and implement the Wellness Fitness Initiative through inter-agency partnerships.	Captain - Safety	
	1.3.3 Evaluate for and establish a workforce standard for Crisis Intervention Team (CIT) personnel.	Special Projects - Ops	
<b>1.4</b>	<b>Develop &amp; implement an annual appraisal process to encompass all programs within Safety, Health, &amp; Wellness.</b>	<b>Captain - Safety</b>	<b>6</b>
	1.4.1 Work Performance Evaluation: Annually evaluate and report upon the program's effectiveness & efficiency.	Special Projects - Ops	
	1.4.2 Cancer Risk Reduction Program: Annually evaluate and report upon the program's effectiveness & efficiency.	Special Projects - Ops	
	1.4.1 Safe Workplace Compliance: Annually evaluate and report upon the program's effectiveness & efficiency.	Captain - Safety	
	1.4.2 Peer Support Team: Annually evaluate and report upon the program's effectiveness & efficiency.	Special Projects - Ops	
<b>GOAL 2</b>	<b>ORGANIZATIONAL COMMUNICATION</b>	<b>Fire Chief</b>	
	<b>Develop and implement an effective and comprehensive communication plan for the Division of Fire.</b>		
<b>2.1</b>	<b>Establish a means for consistent internal information sharing.</b>	<b>Fire Chief</b>	<b>6</b>
	2.1.1 Develop and implement a plan for consistent, reliable, and effective information sharing.	Executive Officer	
	2.1.2 Establish a simple internal communication standard to guide message development & delivery.	Executive Officer	
	2.1.3 Utilize current technologies.	IT Manager	
<b>2.2</b>	<b>Establish a means for consistent external information sharing.</b>	<b>Deputy Chief - CRR</b>	<b>12</b>
	2.2.1 Develop and implement a plan for consistent, reliable, and effective information sharing to external recipients.	Community Services Capt.	
	2.2.2 Establish a simple external communication standard to guide message development & delivery.	Community Services Capt.	
	2.2.3 Utilize current technologies.	IT Manager	
<b>2.3</b>	<b>Establish an appropriate process for information sharing related to lessons learned and recommendations.</b>	<b>Deputy Chief - Ops</b>	<b>24</b>
	2.3.1 Utilizing the most up-to-date After Action Review process, disseminate recommendations and lessons learned.	Assist. Chief - Training	
<b>2.4</b>	<b>Develop &amp; implement an annual appraisal process to encompass all programs within Organizational Communication.</b>	<b>Asst. Chief - Training</b>	<b>6</b>
	2.4.1 Internal Communication: Annually evaluate and report upon the program's effectiveness & efficiency.	Executive Officer	
	2.4.2 External Communication: Annually evaluate and report upon the program's effectiveness & efficiency.	Community Service Capt.	
	2.4.3 Social Media: Annually evaluate and report upon the program's effectiveness & efficiency.	Community Service Capt.	

<b>GOAL 3</b>	<b>WORKFORCE</b>		<b>Administrative Director</b>	
	To develop a workforce that exemplifies the Division of Fire's core values and is prepared to achieve the mission and vision.			
3.1	Improve upon the understanding and appreciation of inclusion and diversity in the Division of Fire and community we serve.		Personnel Coordinator	36
	3.1.1	Create and implement an inclusion and diversity plan.	Personnel Coordinator	
	3.1.2	Develop a means for continuous training of Division staff.	Personnel Coordinator	
3.2	Develop and implement a comprehensive succession management program for all personnel.		Assist. Chief - Training	48
	3.2.1	Identify and prioritize positions which require succession management.	Assist. Chief - Training	
	3.2.2	Identify critical core competencies for each identified position to be used during knowledge transfer.	Assist. Chief - Training	
	3.2.3	Develop a position specific internship for each identified position resource needs and projections.	Assist. Chief - Training	
	3.2.4	Implement the internship program.	Assist. Chief - Training	
3.3	To create an expectation and spirit of accountability/consistency throughout the Division of Fire.		BC - Professional Standards	24
	3.3.1	Define and implement a code of accountability standards and associated guidance.	BC - Professional Standards	
	3.3.2	Define expectations for accountability related to personnel performance management.	BC - Professional Standards	
	3.3.3	Define and integrate progressive accountability into the most current performance management guidance.	BC - Professional Standards	
3.4	Develop & implement an annual appraisal process to encompass all programs within Workforce Development.		Administrative Director	6
	3.4.1	New Employee Recruitment: Annually evaluate and report upon the program's effectiveness & efficiency.	Personnel Coordinator	
	3.4.2	Employee Retention: Annually evaluate and report upon the program's effectiveness & efficiency.	Personnel Coordinator	
	3.4.3	Inclusion & Diversity: Annually evaluate and report upon the program's effectiveness & efficiency.	Personnel Coordinator	
	3.4.4	Succession Management: Annually evaluate and report upon the program's effectiveness & efficiency.	Personnel Coordinator	
	3.4.5	Staffing & Support: Annually evaluate and report upon the program's effectiveness & efficiency.	Administrative Director	
<b>GOAL 4</b>	<b>PROCESSES, DATA, &amp; TECHNOLOGY</b>		<b>Administrative Director</b>	
	Develop and utilize processes, data, and technology systems that support the current and future requirements of the Division of Fire.			
4.1	Define and adopt the methods to which we generate, review, pursue, implement, and assess new ideas, projects, grants and initiatives.		Controller	36
	4.1.1	Develop a workflow and supporting functions to assess existing and potential initiatives for support and sustainability.	Controller	
	4.1.2	Develop, codify, and monitor best practices and procedures surrounding business processes.	Controller	
	4.1.3	Train and effectively support all Division personnel on these new business process procedures.	Controller	
4.2	Pursue external strategic partnerships and opportunities to increased efficiency and mutual benefit.		IT Manager	60
	4.2.1	Development and implement regional CAD-to-CAD and geospatial information sharing, to enhance situational awareness and operational effectiveness.	IT Manager	
	4.2.2	Develop a strategy to leverage other regional agency resources and collective purchasing power.	IT Manager	
4.3	Establish a thoroughly modern, reliable, effective, and secure technology infrastructure.		IT Manager	48
	4.3.1	Assess the practicality for vehicle-based wireless connectivity to all appropriate apparatus to increase information sharing and availability.	IT Manager	
	4.3.3	Establish a Technology Steering Committee.	IT Manager	
	4.3.4	Identify the organizational needs for and implement a system of records management to match the current and future environment.	IT Manager	
4.4	Develop & implement an annual appraisal process to encompass all programs within Processes, Data, & Technology.		Administrative Director	6
	4.4.1	Records Management: Annually evaluate and report upon the program's effectiveness & efficiency.	IT Manager	
	4.4.2	Budget Cycle: Annually evaluate and report upon the program's effectiveness & efficiency.	Controller	
	4.4.4	Technology Strategy: Annually evaluate and report upon the program's effectiveness & efficiency.	IT Manager	

<b>GOAL 5</b>	<b>COMMUNITY RISK REDUCTION</b>				
	<b>Design an adaptable, comprehensive, all-hazards whole-community risk reduction program.</b>				
	<b>5.1</b>	<b>Conduct an all-hazard evaluation of the Community Risk Reduction Section and outreach efforts.</b>		<b>Planning Capt.</b>	<b>24</b>
		5.1.1	Review and update workflow processes, and supporting functions, to scrutinize and review existing and potential initiatives for support and sustainability.	Planning Capt.	
		5.1.3	Develop, codify, and track best practices and procedures surrounding all-hazard community risk reduction programming.	Planning Capt.	
	<b>5.2</b>	<b>Provide support for maintenance of existing programs which complement all-hazard whole community risk reduction initiatives.</b>		<b>Deputy Chief - CRR</b>	<b>24</b>
		5.2.1	Better integrate whole community initiatives to support response, recovery, mitigation, and preparedness efforts.	Deputy Chief - CRR	
		5.2.2	Formally integrate emergency management concepts and objectives into existing community risk reduction efforts.	Deputy Chief - CRR	
		5.2.3	Formally integrate Fire Marshal investigative best-practices, concepts, and objectives into existing community risk reduction efforts.	Deputy Chief - CRR	
	<b>5.3</b>	<b>Maintain strategic partnerships to enhance the effectiveness to address identified threats and hazards.</b>		<b>Emergency Manager</b>	<b>36</b>
		5.3.1	Develop a plan and strategy to leverage local, regional, state, federal, non-governmental organization, private sector, and citizen resources to coordinate all-hazard community risk reduction initiatives.	Emergency Manager	
		5.3.2	To maintain and foster community partnerships and establish an ease of access to a single point-of-contact for each fire district.	Emergency Manager	
	<b>5.4</b>	<b>Develop and implement programs to support all-hazard whole community risk reduction efforts, to include outreach, training, exercises, and planning efforts.</b>		<b>Planning Capt.</b>	<b>36</b>
		5.4.1	Develop a whole community risk assessment to identify at-risk populations and the services they lack.	Planning Lt.	
		5.4.2	Build a comprehensive capability to prepare for, respond to, recover from, and mitigate the consequences of natural, manmade, and technological disasters.	Emergency Manager	
	<b>5.5</b>	<b>Develop and implement programs to support continuity of operations efforts, to include inter- and intra-agency outreach, training, exercises, and planning efforts.</b>		<b>Emergency Manager</b>	<b>36</b>
		5.5.1	Schedule and execute NIMS/ICS, appropriate position specific EOC and IMT courses.	Emergency Manager	
		5.5.2	Advocate and support appropriate all-hazard community risk reduction mentoring opportunities.	Emergency Manager	
	<b>5.6</b>	<b>Develop &amp; implement an annual appraisal process to encompass all programs within Community Risk Reduction</b>		<b>Deputy Chief - CRR</b>	<b>6</b>
		5.6.1	Community Risk Reduction: Annually evaluate and report upon the program's effectiveness & efficiency.	Deputy Chief - CRR	
		5.6.2	Emergency Management: Annually evaluate and report upon the program's effectiveness & efficiency.	Emergency Manager	
		5.6.3	Community Education: Annually evaluate and report upon the program's effectiveness & efficiency.	Community Services FF	
		5.6.4	Smoke Alarm Initiative: Annually evaluate and report upon the program's effectiveness & efficiency.	Planning Lt.	
		5.6.5	Code Enforcement & Assessment: Annually evaluate and report upon the program's effectiveness & efficiency.	Deputy Fire Marshal	
		5.6.6	Fire Investigation: Annually evaluate and report upon the program's effectiveness & efficiency.	Assist. Chief - FMO	
		5.6.7	After the Fire: Annually evaluate and report upon the program's effectiveness & efficiency.	Community Services Capt.	



<b>GOAL 6</b>	<b>TRAINING &amp; CERTIFICATION</b>				
	Develop an effective and comprehensive training and certification program.				
	<b>6.1</b>	<b>Develop a core competencies training program for incumbents</b>		<b>Captain - Training</b>	<b>48</b>
		6.1.1	Identify core competencies for Engine Company assignments.	Captain - Training	
		6.1.2	Identify core competencies for Emergency Medical assignments.	Captain - Training	
		6.1.3	Identify core competencies for Special Services Company assignments.	Captain - Training	
		6.1.4	Identify core competencies for Special Operations/Specialty Teams assignments.	BC - Special Ops	
		6.1.5	Identify core competencies for Command Team assignments.	Deputy Chief - Ops	
		6.1.6	Identify core competencies for Emergency Management and Emergency Operations Center assignments.	Emergency Manager	
		6.1.7	Prioritize and develop a training program oriented toward core competencies for each appropriate assignment.	Captain - Training	
	<b>6.2</b>	<b>Formalize and develop a comprehensive Quality Management program for both fire and emergency services.</b>		<b>Ops Special Projects</b>	<b>36</b>
		6.2.1	Develop an efficient and close-to-real-time feedback mechanism for EMS QA/QI.	EMS QA/QI	
		6.2.2	Enhance fire incident quality management to encompass the After Action Review process to measure operational effectiveness.	Asst. Chief - Training	
		6.2.3	Evaluate the technologies available and appropriate to mitigate both fire & EMS quality management.	IT Manager	
		6.2.4	Utilize the After Action Review process to share lessons-learned.	Asst. Chief - Training	
	<b>6.3</b>	<b>Develop and implement a comprehensive and professional firefighter career pathway</b>		<b>Assist. Chief - Training</b>	<b>36</b>
		6.3.1	Evaluate & improve upon the current CDP program.	Lt. - Incumbent Training	
		6.3.2	Expand vocational training requirements and opportunities.	Lt. - Incumbent Training	
		6.3.3	Investigate use of training leave and how to supplement it.	Lt. - Incumbent Training	
		6.3.4	Establish a budget and staffing support for each task.	Lt. - Incumbent Training	
	<b>6.4</b>	<b>Develop and implement a comprehensive leadership development program</b>		<b>Assist. Chief - Training</b>	<b>36</b>
		6.4.1	Assess the needs for and develop an up-to-date Acting Officer Program.	Lt. - Incumbent Training	
		6.4.2	Develop a need-based leadership development program with a sustainable implementation plan for the front-line supervisor.	Lt. - Incumbent Training	
		6.4.3	Develop a need-based leadership development program with a sustainable implementation plan for the middle-manager position.	Captain - Training	
		6.4.4	Develop a need-based leadership development program with a sustainable implementation plan for the Chief Officer position.	Assist. Chief - Training	
		6.4.6	Develop an assessment of and provide recommendations for the use of leave related to leadership training.	Lt. - Incumbent Training	
	<b>6.5</b>	<b>Develop and implement a company level training program</b>		<b>Assist. Chief - Training</b>	<b>36</b>
		6.5.1	Integrate Objective 6.1 into recommendations for routine company-level training.	Captain - Training	
		6.5.2	Establish a needs assessment and make recommendations to maximizing district level training.	Assist. Chief - Training	
		6.5.3	Develop a feasibility study to establish recommendations for increased regional training opportunities.	Assist. Chief - Training	
		6.5.4	Develop a feasibility study to establish recommendations for inter-agency, company-level regional training.	Assist. Chief - Training	
		6.5.5	Identify and explore opportunities to regionally share resources to host special training programs.	Assist. Chief - Training	
	<b>6.6</b>	<b>Develop &amp; implement an annual appraisal process to encompass all programs within Training &amp; Certification</b>		<b>Deputy Chief - Ops</b>	<b>6</b>
		6.6.1	Company Level Training: Annually evaluate and report upon the program's effectiveness & efficiency.	Assist. Chief - Training	
		6.6.2	Recruit Training: Annually evaluate and report upon the program's effectiveness & efficiency.	Lt. - Recruit Training	
		6.6.3	Incumbent Training: Annually evaluate and report upon the program's effectiveness & efficiency.	Lt. - Incumbent Training	
		6.6.4	Leadership Training: Annually evaluate and report upon the program's effectiveness & efficiency.	Captain - Training	
		6.6.5	Career Development: Annually evaluate and report upon the program's effectiveness & efficiency.	Lt. - Incumbent Training	

<b>GOAL 7</b>	<b>RESPONSE</b>				
	Enhance the ability to prepare for, respond to, mitigate, recover from emergencies and disasters by developing a community-driven service delivery model.				
	<b>7.1</b>	<b>To develop a sustainable EMS model.</b>		<b>Deputy Chief - Ops</b>	<b>24</b>
		7.1.1	Acquire and implement an Emergency Medical Dispatch system.	ECC Liaison	
		7.1.2	Acquire and implement an Emergency Fire Dispatch system.	ECC Liaison	
		7.1.3	Assess the need for and develop appropriate alternative response model/s.	Ops Special Projects	
		7.1.4	Develop a continuous needs assessment and establish a plan to retain an efficient level of ALS providers.	Ops Special Projects	
	<b>7.2</b>	<b>To improve our Division's response to natural, man-made, and technological threats.</b>		<b>Emergency Manager</b>	<b>48</b>
		7.2.1	Develop criteria identification and response planning for target hazards.	Emergency Manager	
		7.2.2	Develop guidance for and conduct a multi-agency regional training exercise at least annually.	Assist. Chief - Training	
	<b>7.3</b>	<b>Fully understand organizational demands and the effects on operational service delivery.</b>		<b>Deputy Chief - Ops</b>	<b>18</b>
		7.3.1	Conduct a comprehensive study of leave usage and the related impact upon operational overtime.	Staffing Manager	
		7.3.2	On a routine and scheduled basis, review organizational priorities and initiatives to measure operational impacts.	Ops Special Projects	
	<b>7.4</b>	<b>Enhance the Division's relationships with partnering agencies.</b>		<b>Deputy Chief - Ops</b>	<b>48</b>
		7.4.1	Evaluate, identify, and develop a mitigation plan for operation gaps between the Division of Fire and its metro/regional partners.	Deputy Chief - Ops	
		7.4.2	Establish a five-year plan for fostering interoperability between regional special operations partners.	Deputy Chief - Ops	
		7.4.3	Develop a means to ensure relationships are maintained with our in-county patterning agencies.	Deputy Chief - Ops	
		7.4.4	Evaluate and expand upon formal relationships, outside of daily response, with the volunteer rescue squads in Henrico County.	Deputy Chief - Ops	
	<b>7.5</b>	<b>Establish a formal process to ensure compliance with all applicable industry standards.</b>		<b>Assist. Chief - Training</b>	<b>48</b>
		7.5.1	Develop a means for researching, planning, and applying current and future industry standards and best practice.	Assist. Chief - Training	
	<b>7.6</b>	<b>Develop &amp; implement an annual appraisal process for programs within Response.</b>		<b>Deputy Chief - Ops</b>	<b>6</b>
		7.6.1	Standard of Cover: Annually evaluate and report upon the program's effectiveness & efficiency.	ECC Liaison	
		7.6.2	Special Operations: Annually evaluate and report upon the program's effectiveness & efficiency.	BC - Special Operations	
		7.6.3	Fire Suppression: Annually evaluate and report upon the program's effectiveness & efficiency.	Assist. Chief - Training	
		7.6.4	Emergency Medical Services: Annually evaluate and report upon the program's effectiveness & efficiency.	Ops Special Projects	
		7.6.5	Regional Interoperability: Annually evaluate and report upon the program's effectiveness & efficiency.	Deputy Chief - Ops	
		7.6.6	Emergency Communication Center: Annually evaluate and report upon the program's effectiveness & efficiency.	ECC Liaison	
		7.6.7	Mutual Aid Agreements: Annually evaluate and report upon the program's effectiveness & efficiency.	Ops Special Projects	

<b>GOAL 8</b>	<b>LOGISTICS</b>				
	To ensure a responsive, sustainable, and administratively supported logistics program is in place to comprehensively address the current and future support needs of the Division.				
<b>8.1</b>	<b>Ensure an appropriately-resourced, comprehensive fleet management planning process is in place to guide vehicle specification, acquisition, and replacement.</b>			<b>Administrative Director</b>	<b>48</b>
	8.1.1	Revise the apparatus replacement plan to ensure it encompasses all vehicles in the Division's fleet and gives appropriate consideration to vehicle reliability and lifespan.		Fleet Manager	
	8.1.2	Secure appropriate funding to ensure a comprehensive fleet replacement program is both achievable and sustainable.		Controller	
	8.1.3	Develop a consistent plan to guide the apparatus specification process that ensures wide opportunities for feedback from and communication with field personnel.		Fleet Manager	
<b>8.2</b>	<b>Develop a comprehensive fleet maintenance program to ensure safety, reliability, and stewardship of our apparatus.</b>			<b>Administrative Director</b>	<b>36</b>
	8.2.1	Revise the station-level maintenance program to ensure adequate training, consistency, accountability, and documentation.		Fleet Manager	
	8.2.2	Develop concise, updated procedures to guide field personnel related to apparatus maintenance and repair escalation.		Fleet Manager	
	8.2.3	Define the operational scope and performance expectations for the Fire Shop and ensure that adequate staffing, training, and resources are provided.		Administrative Director	
<b>8.3</b>	<b>Develop a comprehensive facilities management program to ensure the safety of our personnel and stewardship of our resources.</b>			<b>Administrative Director</b>	<b>36</b>
	8.3.1	Perform a staffing analysis to ensure consideration of additional staffing to coordinate facilities management and capital projects for the Division.		Facilities Captain	
	8.3.2	Develop a realistic timeline and funding pathway for the substantial renovation or replacement of facilities not in line with Division standards.		Facilities Captain	
	8.3.3	Develop a formal program that defines responsibilities and procedures for facility preventative maintenance and rehabilitation, as well as assigns necessary resources and financial responsibility.		Facilities Captain	
<b>8.4</b>	<b>Evaluate opportunities to improve the internal customer service delivery model for Fire Logistics.</b>			<b>Administrative Director</b>	<b>18</b>
	8.4.1	Explore opportunities to streamline implementation of ordering and distribution of EMS supplies, uniforms, and house/office supplies through alternative mechanisms that improve efficiency.		Logistics Captain	
	8.4.2	Perform a staffing analysis for logistics and identify a plan for additional support personnel.		Administrative Director	
	8.4.3	Establish clear and concise logistics procedures to improve consistency and efficiency of all transactions.		Logistics Captain	
<b>8.5</b>	<b>Unify disparate procedures for the selection, maintenance, and replacement of uniforms, PPE, and equipment.</b>			<b>Logistics Captain</b>	<b>24</b>
	8.5.1	Standardize the processes for identification and specification of all uniforms, PPE, and equipment.		Logistics Captain	
	8.5.2	Comprehensively evaluate the Division's equipment maintenance programs and develop a plan for funding, staffing, and service delivery models.		Logistics Captain	
	8.5.3	Identify funding to support a comprehensive, sustainable equipment replacement plan.		Logistics Captain	
<b>8.6</b>	<b>Develop &amp; implement an annual appraisal process for programs within Logistics.</b>			<b>Administrative Director</b>	<b>6</b>
	8.6.1	Fleet Management: Annually evaluate and report upon the program's effectiveness & efficiency.		Fleet Manager	
	8.6.2	Facilities: Annually evaluate and report upon the program's effectiveness & efficiency.		Facilities Captain	
	8.6.3	Warehouse: Annually evaluate and report upon the program's effectiveness & efficiency.		Logistics Captain	
	8.6.4	Uniform & PPE: Annually evaluate and report upon the program's effectiveness & efficiency.		Logistics Captain	