



# CHARLOTTESVILLE FIRE DEPARTMENT 2015-2020 STRATEGIC PLAN



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## Document Change History Table

The table below contains an historical catalog of the history of this document.

Description of Change	Author	Revision Number	Date
Initial Release	CFD	1.0	December 2015

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## Introduction

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The Charlottesville Fire Department (CFD) is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8<sup>th</sup> Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the membership of CFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided CFD with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the organization's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.



**CHARLOTTEVILLE FIRE DEPARTMENT**  
**STRATEGIC PLAN**  
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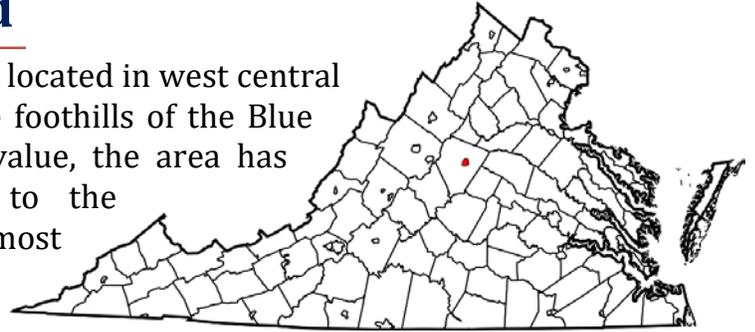


# Charlottesville Fire Department 2015-2020 Strategic Plan



## Organizational Background

The City of Charlottesville, settled in 1727, is located in west central Virginia along the Rivanna River and at the foothills of the Blue Ridge Mountains. A city deep in historic value, the area has raised three Presidents and is home to the University of Virginia (UVA). One of the most historically prominent universities in the United States, with an enrollment of nearly 20,000, UVA is the area's largest employer.



With the area's strategic location and healthy economy, Charlottesville has earned the reputation as one of the best places to live in the country and is a popular destination for nearly two million visitors each year. The Weldon Cooper Center for Public Service Demographics Research Group reported in July 2014 a population estimate for the City of Charlottesville at 47,783 people within an area of 10.4 square miles.



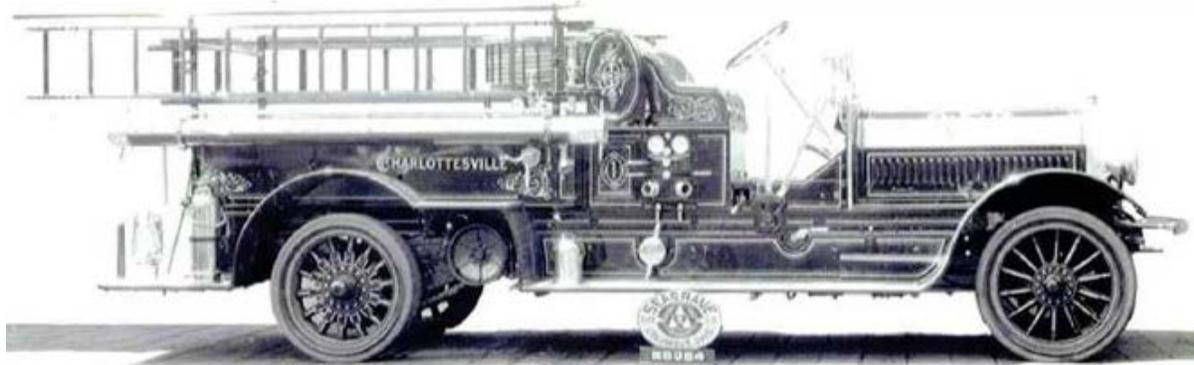


# Charlottesville Fire Department

## 2015-2020 Strategic Plan



Serving since 1856, the Charlottesville Fire Department is the primary fire protection provider to the City of Charlottesville and the University of Virginia. These responsibilities include the protection of a diverse array of residential, commercial, educational, historical, sporting, entertainment, and other special properties.



In 1855, the town council authorized the purchase of a fire engine from the James Smith Company of New York for use by a newly formed volunteer fire company, to be housed in a new fire house to be constructed on the west side of the town's Court Square. Although the details are unknown, this first organization apparently was not successful, giving way to the Charlottesville Hose, Hook and Ladder Company that was later formed in 1885 under the leadership of Chief T.J. Williams. In that year, the Town turned over hose reels and the engine from the original volunteer fire company and authorized the funds needed to purchase and construct a larger fire house located in the 400 block of East Market Street and also appropriated funds for a hand-drawn hook and ladder truck.

In 1885 records show the first public water system and fire hydrants were installed in Charlottesville. By 1886 records indicate there were 50 town hydrants running off of a 10 inch main and 9 miles of pipe originating from the local reservoir.

In January 1886, Mr. C.H. Harman donated a large bell for installation in the Charlottesville fire station where it was used to sound alarms for fires until 1919 when an automatic fire alarm system was installed. Around 1902, the department acquired the ability to receive reports of fires by telephone. In 1919, a municipal box alarm system was installed throughout the city and remained in place until dismantled in 1982.

In 1890, the fire company first began to experiment with horses to pull the fire apparatus, relieving fire company personnel of having to manually pull the apparatus by hand. By 1897, all of the equipment operated by the fire company was horse-drawn. The first two career firefighters were hired between 1896 and 1902, and were tasked with handling the horses and driving the engine and ladder wagon to fires. In 1904, the department acquired its first mechanical engine, a horse-drawn Nott Steamer (affectionately called "Little Rachel") capable of pumping 750 gallons of water per minute. In 1915 the first tillered ladder truck, a 65-foot semi-mechanical horse-drawn aerial ladder, was acquired.





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By 1906 the Charlottesville Fire Company and their fire equipment had outgrown the Market Street fire house and a new fire station, large enough to hold all of the fire company's equipment – all the apparatus, seven horses and three paid firefighters, was soon to be constructed on Water Street near the intersection with Main Street. This was the city's third fire house and remained in service until 1959.

Prior to 1900, in addition to the dues paid by the active and contributing members, the Charlottesville Fire Company funded operations through varied fundraising efforts. As the city progressed, the city council entered into an agreement with the Fire Company whereby the city would contribute all the funds necessary for the Fire Company's operations. In return, the Fire Company ceased fundraising from merchants and citizens.



Fire Company early 1900's

In 1942 City Council appointed the first paid fire chief, Charles Page, who served as chief until his death in 1951. Upon the death of Chief Page Chief Lionel Key was elected as the next city fire chief and a full-time paid staff superintendent was placed in charge of the fire house, paid persons, equipment inspections, and handling of fires not requiring the volunteer members. Several years later, the City Manager appointed a paid Chief who would be in charge at all fires, with the Volunteer Chief next in line. The position known as Foreman was then changed to Lieutenant who would fall next in line with other Volunteer Officers following. After a short period, a Deputy Chief, several Captains, and a number of other lieutenants were added.

By the early 1980s, a formal first response program was put in place and Department members began training as emergency medical technicians and acquired Automatic External Defibrillators (AEDs). In January 1984, the Emergency Communications Center (ECC) was formed to provide enhanced 9-1-1 services to the City of Charlottesville, County of Albemarle, University of Virginia Police Departments, Charlottesville/Albemarle, Western Albemarle, Scottsville Volunteer Rescue Squads, Charlottesville Fire Department, Albemarle County Volunteer Fire Departments, Poison Control and the citizens of the aforementioned communities.

Today, the CFD is a modern organization operating with a staff of 91 men and women tasked with providing fire and other emergency services to residents and visitors to the City of Charlottesville and the University of Virginia. The department also provides contractual fire and emergency services support to the County of Albemarle and the University of Virginia. Daily, the CFD operates out of three city fire stations staffing a combination of four fire engines, two aerial devices, and a chief officer in a command vehicle. Each fire engine and aerial device is staffed daily with a minimum of three firefighters and the command vehicle is staffed with one chief officer.





# Charlottesville Fire Department 2015-2020 Strategic Plan



In addition to traditional firefighting services, the department provides hazardous materials handling and containment and emergency medical services that include responses to sudden severe illnesses, accidents, and injuries. The department also provides emergency response and mitigation to incidents concerning collapsed structures, high-angle rope rescue, confined spaces, trench rescue situations and vehicle entrapments. The CFD has a formal contractual agreement with UVA to provide primary fire protection services to the academic, athletic, and medical buildings and properties of the University, and has maintained an aid agreement with Albemarle County since 1953.

The CFD is responsible for enforcement of the fire prevention code, fire safety inspections, fire investigations, and fire and life safety education for the public. The department also reviews plans for new building construction to insure that fire code requirements and fire suppression systems (sprinklers, fire hydrants, etc.) and alarm systems are properly planned for and incorporated into the construction of new buildings.

The Charlottesville Fire Department has been twice accredited (2001 and 2007) by the Commission on Fire Accreditation International (CFAI). In December 2014, the CFD received a superior Class 1 rating as a result of an Insurance Services Organization (ISO) analysis of the city's fire suppression services.





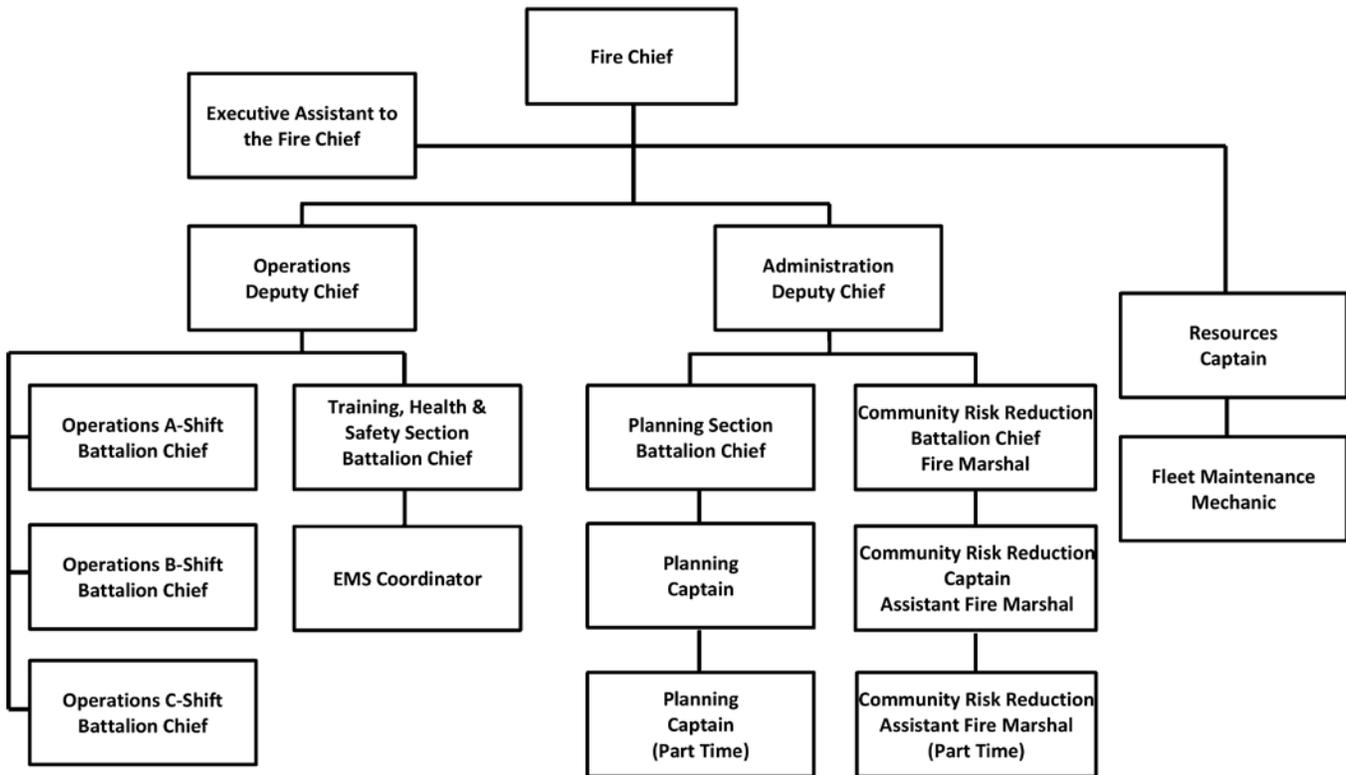
# Charlottesville Fire Department

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### Organizational Structure

Charlottesville Fire Department  
Organizational Chart



Family ~ Integrity ~ Respect ~ Excellence

Revised: 2 January 2016





# Charlottesville Fire Department

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### Definition of a Community-Driven Strategic Plan

Public demands of the fire service continue to increase, while funding and other resources continue to shrink or remain stagnant. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer or existing resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not benefit the community. In an effort to ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop this strategic plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

#### What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

*“What we have to do today is to be ready for an uncertain tomorrow.”*

Peter F. Drucker,  
Professor of Social Science and  
Management

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like providers, and life changes factored in appropriately.

Community-driven strategic planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities. Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality services to the public through better, more efficient, and less expensive programs.

Once their strategic goals are established, the organization’s leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define strategic planning as

*“a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.<sup>1</sup>”*

<sup>1</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*





# Charlottesville Fire Department

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The U.S. Federal Benchmarking Consortium Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **Continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

### Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*<sup>2</sup>

Again, referencing the U.S. Federal Benchmarking Consortium Study Team's definitions of the specific terms used in the above definition:

- **focus** - means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** - means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;

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<sup>2</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*





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- **spoken and unspoken** - means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** - recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

### Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

### The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revisit the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.





# Charlottesville Fire Department

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### Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the external and internal stakeholders of Charlottesville Fire Department (CFD) for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Andrew Baxter and his team for their leadership and commitment to this process.

Development of the CFD strategic plan took place in September 2015, beginning with a meeting hosted by representatives from the CPSE and CFD for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the organization. Those present at the meeting included:

#### Charlottesville Fire Department External Stakeholders

Ralph Allen	Leslie Beauregard	Billie Campbell	Missy Creasy
Gerald Drumheller	Allison Farole	Kirby Felts	Christy Fisher
Ed Gillaspie	Charlene Green	Lisa Green	Tom Hanson
Dayton Haugh	Lauren Hildebrand	Sunny Hwang	Hollie Lee
Wendy Lewis	Jason Ness	John Oprandy	David Osborne
Amanda Poncy	David Puckett	Kathy Richardson	Kristel Riddervold
Dan Rosenweig	Cheryl Sandridge	Ridge Schuyler	Marge Sidebottom
Mark Simpson	Trip Stakem	Bob Stroh	Rebecca Vang



External Stakeholders Work Session





# Charlottesville Fire Department 2015-2020 Strategic Plan



## Community Group Findings

A key element of the CFD’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the CFD invited community representatives to participate in a meeting focusing on the community’s needs and expectations of the organization. Discussion centered on the present service programs provided, and on the priorities for the future.

### Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, the CFD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the organization through a process of direct comparison.

Community Program Priorities of Charlottesville Fire Department

PROGRAMS	RANKING	SCORE
Fire Suppression	1	138
Emergency Medical Services	2	130
Rescue – Basic and Technical	3	123
Fire Prevention	4	81
Hazardous Materials Mitigation	5	74
Public Fire/EMS Safety Education	6	49
Fire Investigation	7	33



External Stakeholders Work Session





# Charlottesville Fire Department

## 2015-2020 Strategic Plan



### Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the summarized expectations of the external stakeholders:

- Provide excellent core fire and EMS services, along with public education.
- Engage other city departments, as well as collaborate with other local fire and EMS departments to enhance overall services.
- Continue partnerships with fire prevention, hazardous materials, and major event mitigation and planning.
- Implementation and strategic use of technology.
- Continued review of programs and services.

The complete list of community expectations can be found in [Appendix A](#).



External Stakeholders Work Session





# Charlottesville Fire Department 2015-2020 Strategic Plan



## Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information. To follow are the summarized concerns of the external stakeholders:

- Prudent management of fiscal resources – fleet, equipment, buildings, personnel.
- Deployment – response, programs.
- Collaboration/engagement – city departments, regional planning, training.
- Resource management.
- Outreach – community education, planning, and code enforcement.

The complete list of verbatim community concerns can be found in [Appendix A](#).



External Stakeholders Work Session





# Charlottesville Fire Department

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### Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses. To follow are the summarized positive comments from the external stakeholders:

- Department shows passion, diversity, enthusiasm, commitment, and pride.
- Professional and engaged members,
- Responsive to the community and public.
- Very respected in the community and other city departments.

The complete list of positive community feedback (verbatim) can be found in [Appendix A](#).

### Other Thoughts and Comments

The community was asked to share any other comments they had about the CFD or its services. The following written comments were received:

- Sense of pride and responsibility among department members is an asset to Charlottesville.
- Increase collaboration and cooperation with other stakeholders.
- Maintain the excellent level of service.

The complete list of other comments (verbatim) can be found in [Appendix A](#).





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### Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the CFD’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

**Internal Stakeholder Representatives of the Charlottesville Fire Department**

<i>Andrew Baxter</i> Fire Chief	<i>Chad Binger</i> Captain	<i>Lance Blakey</i> Firefighter	<i>Scott Carpenter</i> Captain	<i>W.A. Hogsten</i> Battalion Chief
<i>Joe Hughes</i> Captain	<i>Linda Johnson</i> EMS Administrator	<i>Mike Johnson</i> Captain	<i>Richard Jones</i> Battalion Chief	<i>Tim Karr</i> Battalion Chief
<i>Bradley McDaniel</i> Firefighter	<i>Doug McGlothlin</i> Battalion Chief	<i>David Mozee</i> Captain	<i>Emily Pelliccia</i> Deputy Chief	<i>Mike Rogers</i> Battalion Chief
<i>Frank Scopelliti</i> Firefighter	<i>James Shifflett</i> Firefighter	<i>Darin Short</i> Captain	<i>Tom Souter</i> Firefighter	<i>David Werner</i> Battalion Chief
<i>Greg Wright</i> Firefighter				



**CFD Internal Stakeholders**





# Charlottesville Fire Department 2015-2020 Strategic Plan



## Mission

The purpose of the mission is to answer the questions:

- *Who are we?*
  - *Why do we exist?*
  - *What do we do?*
  - *Why do we do it?*
  - *For whom?*
- A workgroup met to answer those questions and write a mission that best suits the CFD. Consensus was reached to adopt the following as the department's new and official mission statement:

### Mission of the Charlottesville Fire Department

**The mission of the Charlottesville Fire Department is to improve the quality of life in our community by consistently striving to provide superior fire and emergency services focused on prevention, preparedness, response, and recovery.**

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization. The CFD's internal stakeholders agreed to the following:

### Values of the Charlottesville Fire Department

**The Charlottesville Fire Department values are driven by our commitment to strong leadership and community focus through:**

**F** - Family

**I** - Integrity

**R** - Respect

**E** - Excellence

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the CFD are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.





# Charlottesville Fire Department

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### **Vision**

On the final day of the process, the CPSE presented the CFD a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

#### **Vision of the Charlottesville Fire Department**

**The vision of the Charlottesville Fire Department is to be recognized by our peers as a premier organization. This vision will be accomplished through the development and cultivation of a culture designed to support a safe and self-sufficient community. We will realize this vision through:**

- **Proactive identification and analysis of both community and organizational risks, and the development and implementation of effective strategies to address these risks.**
- **Modeling the qualities of physical, mental, and emotional resilience for our community.**
- **Steadfast leadership that is focused on developing a motivated, highly trained, and effective workforce by fostering a dynamic and fluid learning environment.**





# Charlottesville Fire Department

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### Programs and Services

The CFD internal stakeholders identified the following core programs provided to the community, as well as some of the services that enable the delivery of those programs:

#### Core Programs of the Charlottesville Fire Department

- Fire Suppression
- Fire Prevention
- Fire Investigation
- Emergency Medical Services
- Hazardous Materials Mitigation
- Emergency Management
- Rescue – Basic and Technical
- Public Fire/EMS Safety Education

#### Supporting Services of the Charlottesville Fire Department

- Law enforcement
- Neighborhood Development Services
- Public Works
- UVA Health System
- Social Services
- Virginia Department of Fire Programs
- Virginia Department of Emergency Management
- Emergency Communications Center
- Vendors
- Thomas Jefferson EMS Council
- Faith-based Organizations
- Salvation Army
- Neighborhood Associations
- County Water Authority
- Human Resource Division
- Maintenance Division
- Charlottesville Area Transit System
- Tourism Bureau
- Department of Environmental Quality
- National Registry
- Piedmont Community College
- Family
- IAFC
- CPSE
- SEMM
- Medic 5
- City Volunteers
- CARS
- Red Cross
- Region 10
- Health Department
- State Fire Marshal's Office
- State Office of EMS
- University of Virginia (UVA)
- Albemarle County Fire
- City Council
- Dominion Power
- Charlottesville School Board
- Media
- CERT
- City GIS Division
- IT
- Facilities Division
- Chamber of Commerce
- Railroads
- Federal Agencies
- American Heart Association
- Hospitals
- IAFF
- ISO
- IFSTA
- RMC Events
- Training Division
- Virginia DOT





# Charlottesville Fire Department

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### S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.



Internal Stakeholders Work Session

### Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the strengths of the CFD are as follows:

#### Strengths of the Charlottesville Fire Department

Competent workforce	Schedule	Equipment (certain amounts/types/kinds)
Apparatus	Good people	Community outreach
EMS	Diversity	Maintaining current staffing
Budget	Media relations	ISO 1
Training	Public contact	Facilities
Response times	Good people	Fire Prevention – Education
Benefits	Media relations	Programs (CPR, smoke alarms)
New Chief	Public contact	Information Technology
PPE	Low turnover	Overtime opportunities
Honor guard	Honor guard	Community image
Relationships	Retirement	Good at pointing out weaknesses
Size of department – ability to provide resources (blue card, target, iPad) and know everyone		Impactful / meaningful work
		Peer level information sharing
		High level of experience
Opportunities to participate in department shaping		Peer level communications
		History / retirees still involved
Good employer – good job – (400 + applicants for 0 positions		Smart employees/diverse skillset
		Willingness to do anything
Community image	IAFF Local 2363	Pride professionalism





# Charlottesville Fire Department

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### Weaknesses

Performance, or lack thereof, within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

#### Weaknesses of the Charlottesville Fire Department

Records management	Uniformity of reporting
Branding	Fitness – lack of
EMS Plan	Uniforms
Policies/Procedures (SOPs)	Facilities
Diversity	Respectful communication
Specialty staffing (BC6, EMS, HM)	Defined responsibilities
Succession planning	Lack of marketing (internally)
Declining public image	Pay
Consistency (branding/image)	“Bright Shiny Object”
Limited/or budget restraints	Administrative support
Accountability/responsibility	Workload imbalance
Outside agency influence with decision making	Data analysis, data driven decisions, and programs
Training/personnel support	Lack of outside training opportunities
Loss of institutional knowledge due to retirement	Emergency management – limited involvement
Officer/management training	Evaluations (need for better tool)
3-person companies (need 4)	Lack of chief’s aide
Service delivery gaps	Lack of duplicate reserve equipment
Members do not live in the city	Hiring process
Professional development	Unfulfilled promises/plans
Lack of planning	Morale
Negative attitudes	Unclear expectations
Reporting lines – who to go to?	Fire Marshal’s Office equipment / budget
No vision	Public Education Division staffing
No strategic plan and succession plan alignment	Lack of communication – top to bottom, no staff meetings
Lack of ownership	Email
Promotional process	Lack of trust
Overtime distribution process	Lack of IT support





# Charlottesville Fire Department 2015-2020 Strategic Plan



IPad training	Inspections
Unethical behavior	Fire Marshal's Office support
Social media – work Twitter and Facebook together	Don't have right people involved in decision making process
On the job training	Program evaluations
Information system(s)	Policy development system
Abuse of sick leave	Establish service level objectives
Lack of goal and objectives (org. and program)	ISO identified gaps
No social media policy	EMS benchmarks : deployment
Lack of transparency	Not fully executing programs, projects, etc.
Definitions of programs and practices (exp. EMS, Pub Ed)	



Internal Stakeholders Work Session





# Charlottesville Fire Department

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### Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

#### Opportunities for the Charlottesville Fire Department

Inter-departmental cooperation	Expanding EMS delivery/service
Inter-agency relations (training/response, etc.)	Greater community/neighborhood involvement
Greater communication with UVA	New training opportunities with VDFP
Educational opportunities with high school – CATEC	Partner with regional agencies emergency management
Public outreach	Working with community organizations
Revenue recovery (EMS)	Injury/illness prevention
Crisis intervention (CIT)	Community para-medicine
Branding / marketing	Assisted living/nursing/care facilities
Recruitment/retention	Improve relations with construction industry
UVA interns	Education – adult prevention
University – off campus housing	Work with schools – school bus safety
Opportunity to “rebuild as the leader”	New chief
Resiliency training	Medical school training resources
Educated engaged community	Fire foundation (establishment of)
Fire tax (ex: hotel service)	Partnerships with faith-based orgs (chaplain)
Community risk reduction opportunities	Regional maintenance facility
New city structure (1 City Manager – 2 Assistant City Managers)	Revenue recovery – fire (plans review, hazmat)
New city councilors	Repair relationship with ACFR
Grants and outside funding	Professional development thru UVA and PVCC
National training / hosting	Engagement of retirees





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### Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

#### Threats to the Charlottesville Fire Department

Public opinion	Reduction of fires to staffing and experience
Economic stability	County
Special events medical management	Privatization
Ability to provide "all hazards" service with small department/limited resources	Building officials (NDS) – FMO/prevention, CPD forensics/investigation
Mandates / unfunded mandates (government)	Increasing health hazardous from building materials (cancer), outbreaks (Ebola and flus)
Streets / neighborhood planning	Vendors not delivering /turnaround times
Price increasing / mark-up / inflation vs in line item/ lack thereof	Availability of land / space (as affects FD training and operations within city confines
Benefit reduction	Increase training requirements
Threat of reduced funding with revenue recovery if not meeting federal standards	City infilling and associated draw on resources and tax based demands (+- service \$)
Competitive pay	Competition for talent
Demand on services - emergent and administrative – mission creep	Increase fire risk due to economic downturn (arson)
Threats to water supply	Perceived irrelevance
Procurement process	Bright shiny object
Volunteer system collapse	Obesity – bariatric medicine
Health and fitness standards	Diminishing pool of candidates
New construction vs legacy	Increased violence against public safety
County infiltration / take over UVA	Lack of marketing
ICMA	





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### Critical Issues and Service Gaps

After reviewing the CFD’s core programs and support services, identifying internal strengths and weaknesses, and identifying external opportunities and threats, two groups of internal stakeholders identified primary critical issues and service gaps.

#### Critical Issues and Service Gap Issues Identified

● Workforce Management	● Evaluations
● Hiring Process	● Staffing
● Training	● Technology
● Data Management	● Administration
● Policies and Procedures	● Internal Communications
● External Communications	● Marketing
● Emergency Response and Preparedness	● External Relationships
● Planning	● Organizational Structure
● Deployment	● Professional Development
● Physical Resources	● Capital Improvement Management

### Strategic Initiatives

Having reviewed the CFD’s critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

#### Strategic Initiatives of the Charlottesville Fire Department

Organizational Clarity	Health and Wellness / Safety
Workforce Development	Internal Communications
External Communications	Emergency Services / Preparedness and Deployment
Technology	Physical Resources





# Charlottesville Fire Department 2015-2020 Strategic Plan



## Goals and Objectives

In order to continuously achieve the mission of the CFD, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the CFD's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the CFD leadership.

*"Goals allow you to control the direction of change in your favor."*

Brian Tracy,  
Author



Internal Stakeholders Work Session





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<b>Goal 1</b>	<b>Create organizational clarity by providing a framework for organizational purpose, direction, and administration.</b>		
<b>Objective 1A</b>	<b>Establish the department's vision, goals and objectives.</b>		
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>	Captain Mozee
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a clear organizational vision for the future.</li> <li>• Define all organizational goals.</li> <li>• Define all organizational objectives.</li> <li>• Communicate or publish the established vision, goals, and objectives.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1B</b>	<b>Clarify organizational lines of authority, responsibility, and roles.</b>		
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>	Chief Baxter
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define roles and responsibilities for each position on an organizational chart.</li> <li>• Define relevant authorities for each position on an organizational chart.</li> <li>• Identify lines of reporting and communication.</li> <li>• Present findings to specified levels of the organization.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1C</b>	<b>Identify the process for departmental policy and procedure development, implementation, review, and revision.</b>		
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>	TBD. Conditional upon 1A, 1B
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define the process for policy development.</li> <li>• Define the process for implementation.</li> <li>• Define the process for review and revision.</li> <li>• Present the findings to specified levels of the organization.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 1D</b>	<b>Identify the process for departmental program management.</b>		
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>	TBD. Conditional upon 1A, 1B
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define the process for program management.</li> <li>• Define the process for implementation.</li> <li>• Define the process for review and revision.</li> <li>• Present the findings to specified levels of the organization.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Goal 2</b>	<b>Develop, support, and foster the overall health, wellness, and safety of our fire department family.</b>		
<b>Objective 2A</b>	<b>Identify and evaluate current health and wellness initiatives for effectiveness.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Review relevant current policies.</li> <li>● Conduct a workforce wellness survey.</li> <li>● Compare survey results to industry standards.</li> <li>● Evaluate current fitness facilities.</li> <li>● Report the findings.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 2B</b>	<b>Promote employee fitness and overall wellness.</b>		
<b>Timeframe</b>	1 year and ongoing	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Conduct annual physicals per NFPA 1582.</li> <li>● Conduct annual physical fitness assessments per NFPA 1583.</li> <li>● Develop annual work performance evaluations.</li> <li>● Ensure access and availability to behavioral health professionals.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 2C</b>	<b>Develop and maintain essential programs that enhance the health and wellness of the workforce.</b>		
<b>Timeframe</b>	2 years	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Research contemporary programs for the following: <ul style="list-style-type: none"> <li>● Firefighter cancer prevention program</li> <li>● Medical program</li> <li>● Fitness injury/rehab program</li> <li>● Fitness program</li> <li>● Behavioral health program</li> <li>● Nutritional program</li> <li>● Department chaplain program</li> <li>● Financial data collection/support program</li> </ul> </li> <li>● Determine which programs meet the department's vision for health and wellness.</li> <li>● Secure funding for new programs.</li> <li>● Develop process to ensure program successes.</li> <li>● Implement the adopted programs.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 2D</b>	<b>Develop comprehensive safety initiatives across all programs in conjunction with NFPA 1500 standards.</b>		
<b>Timeframe</b>	1 year	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Determine legal mandates (OSHA, Infection Disease, OEMS)</li> <li>● Injury avoidance training.</li> <li>● Identification of injury/illness history.</li> <li>● Standardized administrative safety process.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Objective 2E</b>	<b>Develop, fund, and support a health/wellness safety officer/manager position.</b>		
<b>Timeframe</b>	6 – 12 months	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Review of industry standards.</li> <li>● Secure funding.</li> <li>● Develop job description.</li> <li>● Recruitment for the position.</li> <li>● Implement the position.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 2F</b>	<b>Re-evaluation of all health/wellness and safety initiatives.</b>		
<b>Timeframe</b>	Ongoing	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Gather data.</li> <li>● Analyze data.</li> <li>● Reevaluate best practices.</li> <li>● Revise as gaps are identified.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Goal 3</b>	<b>Invest in greater member performance through workforce development initiatives.</b>		
<b>Objective 3A</b>	<b>Identify current workforce development processes and gaps within the department.</b>		
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify all job functions within the department.</li> <li>• Identify and analyze all training and development needs based on the associated position.</li> <li>• Identify and analyze all career pathways and critical business functions.</li> <li>• Identify any previous succession planning functions.</li> <li>• Identify current funding sources and needs.</li> <li>• Identify all gaps based on analyses.</li> <li>• Report all findings to the administration.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 3B</b>	<b>Develop and implement processes for workforce development.</b>		
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop pathways for workforce development for all associated positions within the department.</li> <li>• Develop any needed policies and procedures based on the new pathways.</li> <li>• Secure any needed funding to ensure success.</li> <li>• Present the processes to all department members.</li> <li>• Implement the developed processes.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 3C</b>	<b>Develop and implement a succession plan for the department.</b>		
<b>Timeframe</b>	6-12 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research succession planning processes within the industry.</li> <li>• Identify the succession plan components relevant to all department positions.</li> <li>• Determine succession plan and strategic plan parallels.</li> <li>• Map out specific career pathways and critical business functions as part of the succession plan.</li> <li>• Develop the draft succession plan utilizing various levels of the organization and present for review.</li> <li>• Secure buy in of all department members.</li> <li>• Secure feedback on the proposed succession plan.</li> <li>• Identify and secure funding.</li> <li>• Finalize the proposed plan and distribute it to all department members.</li> <li>• Train all members on the new succession plan.</li> <li>• Implement the succession plan.</li> <li>• Create a mentoring function relevant to the succession plan.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Objective 3D</b>	<b>Develop a monitoring process for annual review and evaluation of the workforce development function and succession plan.</b>		
<b>Timeframe</b>	6 months and ongoing	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Established an oversight group to gather feedback on all processes.</li> <li>Establish a system of monitoring the processes.</li> <li>Solicit feedback from the oversight group.</li> <li>Apply identified revisions.</li> <li>Continue to monitor the processes at least annually.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs:	Consumable Costs:	Contract Services Costs:
	Personnel Costs:		





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<b>Goal 4</b>	<b>Develop a process for clear, timely, and accurate internal communication of information.</b>		
<b>Objective 4A</b>	<b>Identify formal lines of internal communications.</b>		
<b>Timeframe</b>	1 to 3 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the types and kinds of communications used.</li> <li>• Determine how communications are routed.</li> <li>• Report the findings.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 4B</b>	<b>Evaluate and assess the effectiveness of each type and kind of communications.</b>		
<b>Timeframe</b>	1 to 3 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess the systems for clarity.</li> <li>• Assess the systems for timeliness.</li> <li>• Assess the systems for accuracy.</li> <li>• Report the findings.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 4C</b>	<b>Develop a plan to improve internal communications within the department.</b>		
<b>Timeframe</b>	3 to 6 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the gaps determined in the assessments.</li> <li>• Formulate solutions to overcome the communications gaps.</li> <li>• Determine a plan to migrate all developed systems into the department.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 4D</b>	<b>Bundle the plan and submit for approval and adoption.</b>		
<b>Timeframe</b>	3 to 6 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Ensure proper training is conducted with all department members.</li> <li>• Implement the plan.</li> <li>• Review the processes and revise as needed.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Goal 5</b>	<b>Establish policies and procedures for delivery of clear communications to our external customers.</b>		
<b>Objective 5A</b>	<b>Identify external customers.</b>		
<b>Timeframe</b>	1 to 4 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify other city departments.</li> <li>Identify local, regional, state, and federal resources (i.e. UVA).</li> <li>Identify vendors.</li> <li>Identify community businesses.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 5B</b>	<b>Review current policies and procedures.</b>		
<b>Timeframe</b>	2 to 4 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify all policies and procedures that deal with external communications.</li> <li>Identify policies and procedure s needs and/or short comings.</li> <li>Review types of messages and information paths to external customers.</li> <li>Review external input questionnaire.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 5C</b>	<b>Develop state of the art external communications system.</b>		
<b>Timeframe</b>	6 to 8 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify types of communication inputs and outputs (email, social media, etc.).</li> <li>Standardize messages and format.</li> <li>Update policy procedures.</li> <li>Develop funding stream.</li> <li>Develop questionnaire for external stakeholder input.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 5D</b>	<b>Train personnel on external communication system.</b>		
<b>Timeframe</b>	2 to 4 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify training needs.</li> <li>Develop training curriculum.</li> <li>Implement training.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 5E</b>	<b>Implement external communication system.</b>		
<b>Timeframe</b>	On going	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Update social media and electronic means of delivery.</li> <li>Update external stakeholders on communication system.</li> <li>Update internal stakeholders on communication system.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Objective 5F</b>	<b>Evaluate, review and update the system.</b>		
<b>Timeframe</b>	On going	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the effectiveness of communication delivery system.</li> <li>• Identify need for changes of enhancements to delivery.</li> <li>• Evaluate incident and program outcomes.</li> <li>• Update the system accordingly.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs:	Consumable Costs:	
	Personnel Costs:	Contract Services Costs:	





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<b>Goal 6</b>	<b>Plan for and mitigate all emergencies within our community.</b>		
<b>Objective 6A</b>	<b>Evaluate all types of emergencies encountered by the department.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Gather data from all reports over last 36 months.</li> <li>• Compile data to show call types.</li> <li>• Identify most frequent call types.</li> <li>• Review and rank call types.</li> <li>• Compare calls for service to core programs.</li> <li>• Evaluate current deployment model.</li> <li>• Report all findings.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 6B</b>	<b>Plan for each emergency.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review current response plans for type and need, and alignment with the deployment model.</li> <li>• Compare current response plans with new identified needs.</li> <li>• Identify new equipment and training needs.</li> <li>• Report findings and secure funding if needed.</li> <li>• Assign personnel for the implementation of new plans.</li> <li>• Recommend changes.</li> <li>• Plan future needs (staff and costs).</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 6C</b>	<b>Train the workforce to mitigate emergencies.</b>		
<b>Timeframe</b>	1 month and ongoing	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate current training levels based on new needs and relevant to the deployment and standards of cover.</li> <li>• Provide needed and identified training to cover any and all gaps.</li> <li>• Update all training records.</li> <li>• Develop continuing education processes to include psycho-motor skills.</li> <li>• Evaluate proficiency and understanding at least annually.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 6D</b>	<b>Develop and implement a deployment and response model.</b>		
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Consider all data and information on the deployment model.</li> <li>• Update any relevant policies and guidelines.</li> <li>• Ensure coordination and parallel with the departments standards of cover.</li> <li>• Initiate any identified changes to the workforce.</li> <li>• Initiate any identified changes to physical resources.</li> <li>• Initiate any identified changes to the deployment and response model.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Objective 6E</b>	<b>Evaluate the changes to deployment and response.</b>		
<b>Timeframe</b>	1 year and ongoing	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Collect relevant data for each deployment type.</li> <li>● Analyze the data for compliance to established benchmarks and baselines.</li> <li>● Evaluate the relevant training for compliance and competency.</li> <li>● Recommend any identified changes to the processes based on needs and workforce impact.</li> <li>● Implement any revisions.</li> <li>● Continuously evaluate at least annually.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Goal 7</b>	<b>Develop and maintain a sustainable technology plan to support a data driven organization.</b>	
<b>Objective 7A</b>	<b>Assess the current technology systems used by the department and identify those that work and those that do not work toward the mission.</b>	
<b>Timeframe</b>	6 – 9 months	<b>Assigned to</b> TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Assess whether the department is maximizing all capabilities of the current, identified systems.</li> <li>● Evaluate staff’s ability/knowledge of technology that is useful/applicable to all job functions.</li> <li>● Assess accessibility to the various technology components.</li> <li>● Create information on those systems that are effective and are being used effectively.</li> <li>● Report the findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7B</b>	<b>Determine the data and technology needs and deficiencies of the department.</b>	
<b>Timeframe</b>	6 – 9 months, ongoing	<b>Assigned to</b> TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Study best practices in data collection, use, and analysis.</li> <li>● Determine the gaps between the department’s current data use, collection, and analysis versus the studied best practices.</li> <li>● Formulate plans to overcome identified gaps.</li> <li>● Consider more options for automation to decrease staff workload.</li> <li>● Capture data deficiencies as it pertains to ISO and accreditation process needs.</li> <li>● Report the findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7C</b>	<b>Utilize technology to optimize the department’s service delivery capabilities.</b>	
<b>Timeframe</b>	18 – 24 months	<b>Assigned to</b> TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Explore the use of system status management for internal and mutual aid agencies.</li> <li>● Build Opticom infrastructure.</li> <li>● Early notification of very educated building representatives and ease of access for personnel to key building information.</li> <li>● Creation of a database that allows for end-user to input key building data.</li> <li>● Implement an MDT system in all department vehicles.</li> <li>● Create a data-driven quality assurance/quality improvement program.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7D</b>	<b>Develop and implement a technology plan to support effective communication.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to</b> TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Maximize all hardware usage.</li> <li>● Ensure that communications technology is following best business practices.</li> <li>● Develop a plan surround these and other points.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 7E</b>	<b>Utilize technology to facilitate decision making and fiscal responsibility.</b>		
<b>Timeframe</b>	3 – 6 months	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Take advantage of automation capabilities.</li> <li>• Set fiscal benchmarks.</li> <li>• Maximize integration to allow for real-time data analysis and system management.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs:	Consumable Costs:	
	Personnel Costs:	Contract Services Costs:	





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<b>Goal 8</b>	<b>Develop a physical resource management plan that support our mission.</b>		
<b>Objective 8A</b>	<b>Assess current status of physical resources.</b>		
<b>Timeframe</b>	12 to 18 months	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate current condition and life expectancy of the physical resources.</li> <li>• Evaluate resource locations based on response data.</li> <li>• Evaluate type location of resources linked to city growth development plan.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 8B</b>	<b>Identify gaps to establish physical resource needs.</b>		
<b>Timeframe</b>	12 to 24 months	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish replacement plan (linked to budget).</li> <li>• Identify industry standards and best practices that align with city and department goals.</li> <li>• Incorporate identified industry standards and best practices.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 8C</b>	<b>Implement plan to address gaps to improve the management of resources.</b>		
<b>Timeframe</b>	3 to 6 months	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Align our plan with the city's facility plan.</li> <li>• Identify station Captain depth and authority.</li> <li>• Fleet maintenance program including replacement plan, preventative maintenance, and staffing.</li> <li>• Loop reporting of the vendor management plan.</li> <li>• Identify and utilize pertinent industry standards.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 8D</b>	<b>Identify future needs and create strategies to manage growth.</b>		
<b>Timeframe</b>	On going	<b>Assigned to</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Active participant in growth discussions.</li> <li>• Establish truck/equipment committee with authority to act.</li> <li>• Alignment with operating and capital improvement budget.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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<b>Goal 9</b>	<b>Develop and maintain a proactive comprehensive Community Risk Reduction Plan and Program.</b>		
<b>Objective 9A</b>	<b>Engage the community in actively minimizing injuries, illnesses and death.</b>		
<b>Timeframe</b>	1 Year	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify risks by demographics</li> <li>• Morbidity/mortality analysis of the EMS program (including the QA/QI)</li> <li>• Public Education Program</li> <li>• Youth Firesetting Prevention and Intervention Program</li> <li>• CPR/AED Outreach (PD, Citizens, Schools)</li> <li>• Smoke Alarm Program</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 9B</b>	<b>Ensure existing, renovated and new buildings meet or exceed established life safety standards and codes.</b>		
<b>Timeframe</b>	6 Months	<b>Assigned to:</b>	FM Davis
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the FD as part of the Planning and Economic Development process at the City level</li> <li>• Plans Review</li> <li>• Inspections (New construction, Company level, Special, Holiday...)</li> <li>• Investigations (Special request, Post-incident)</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 9C</b>	<b>Establish a systematic approach to identifying and preparing for specific threats to our environment.</b>		
<b>Timeframe</b>	1 Year and Ongoing	<b>Assigned to:</b>	FM Davis
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Inspections (Storage, Use, Transport)</li> <li>• Investigations (Special request, Post-release)</li> <li>• HAZMAT Storage Permitting Program</li> <li>• Environmental Crimes</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
<b>Objective 9D</b>	<b>Establish and actively develop strong partnerships with key stakeholders</b>		
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>	TBD
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify existing formal agreements and update as needed</li> <li>• Identify needed partnerships and establish new formal agreements with these partners</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





# Charlottesville Fire Department 2015-2020 Strategic Plan



## Performance Measurement

### “Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”<sup>3</sup> They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

... successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked. <sup>4</sup>

### Why Measure Performance?

It has been said that:

*If you don't measure the results of your plan, you can't tell success from failure.  
If you can't see success, you can't reward it.  
If you can't reward success, you're probably rewarding failure.  
If you can't see success, you can't learn from it.  
If you can't recognize failure, you can't correct it.  
If you can demonstrate results, you can win public support.*

Reinventing Government  
David Osborn and Ted Gaebler

In order to establish that the CFD’s Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

<sup>3</sup> Collins Good to Great and the Social Sectors. Boulder, 2009

<sup>4</sup> Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





# Charlottesville Fire Department 2015-2020 Strategic Plan



A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

## The Success of the Strategic Plan

The CFD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. The CFD utilized professional guidance and the community-driven strategic planning process to compile this document. The success of the CFD’s strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the organization, and the community-at-large.

*“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”*

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>5</sup>

<sup>5</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





# Charlottesville Fire Department

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### Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ACFR</b>	Albemarle County Fire Rescue
<b>CARS</b>	Charlottesville Albemarle Rescue Squad
<b>CATEC</b>	Charlottesville Albemarle Technical Education Center
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>CPR</b>	Cardiopulmonary Resuscitation
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>FSRS</b>	Fire Suppression Rating Schedule
<b>HazMat</b>	Hazardous materials
<b>IAFF</b>	International Association of Fire Fighters
<b>ICMA</b>	International City/County Managers Association
<b>Input</b>	A performance indication where the value of resources are used to produce an output.
<b>ISO</b>	Insurance Services Office
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NDS</b>	Neighborhood Development Services
<b>NFPA</b>	National Fire Protection Association
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.





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<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PPE</b>	Personal Protective Equipment
<b>PVCC</b>	Piedmont Virginia Community College
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>NDS</b>	Neighborhood Development Services
<b>SEMM</b>	Special Events Medical Management
<b>SOP</b>	Standard Operating Procedure
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>UVA</b>	University of Virginia
<b>VDFP</b>	Virginia Department of Fire Programs
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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# Charlottesville Fire Department

## 2015-2020 Strategic Plan



### Appendix A

#### Community Expectations of the Charlottesville Fire Department (verbatim, in priority order)

1. They respond quickly and have adequate resources for the community and themselves. Rapid response and communication. Show up in a timely manner.
2. Educate community to respond themselves. Educate the community on fire prevention. Community outreach / training.
3. Promote the most current methods and education available for the entire CFD. Well trained.
4. Professional. Act in a professional manner in dealing with the public.
5. Ensure firefighters have the best technology and equipment to their job safely.
6. Engage in collaboration with other local fire departments to enhance overall services.
7. Save lives. Maximize lives saved.
8. Put out fires. Effective fire suppression.
9. Provide excellent core fire/public safety services. Continue to maintain the safety of the public through superior service (which it does very well).
10. Fire prevention. Fire department provides the proper code enforcement in order to keep the system in compliance and people safe.
11. Open doors and community engagement including the university population and neighborhoods.
12. Save property. Minimize assets lost.
13. That they are courteous and responsive.
14. Working with other city departments to support community goals.
15. To be innovative and creative about how they do this - smarter department and not the same way they have always done it.
16. Maintain presence within the community as a trustworthy provider of public safety to all residents/customers.
17. Collaborative plan reviews that balance community priorities and standards.
18. Have a fire department member trained in traffic calming and complete streets concepts.
19. Continued partnership with the university on fire prevention, hazardous materials, and major events.
20. Strategic use of technology. Implement the latest technology in an effort to maximize costs and time.
21. EMS assistance. Excellent emergency medical services.
22. Provide leadership within the community besides the normal duties of the department.
23. To work with NDS to come up with street design standards that serves the needs of fire while prioritizing a human-scale environment.
24. Respond to and effectively mitigate fires.
25. Emergency response.





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26. The purpose of the fire department is changing with safer buildings and fire suppression. They need to be able to change with the times - and adapt what they do.
27. Many of the regulations in the state fire code focus on suburban and rural-style roads. Charlottesville's streets are old and narrow. How can we create "complete streets" while following the fire code and work together on this?
28. Have narrow, specific areas of focus and priority.
29. Have strong and effective communication and emergency response plans that include other agencies. Practice plans.
30. Resolve the problem.
31. Continue to develop the department to be one of the finest in the state/nation.
32. Planning.
33. That they focus on public health, rather than just more narrow concerns like response times.
34. Leaner department - do we need the same level of staff? Need to really look at this.
35. Team players.
36. Spend money wisely without unnecessary waste (save money when possible).
37. Be nice.
38. Continually review programs and services and adapt to new requirements (water quality impacts).
39. That they have the resources to be properly staffed.
40. To assist citizens with becoming more prepared for fire emergencies, i.e. install smoke detectors, guidance to prevent house fires, etc.
41. I expect the leadership to reflect the diversity of the community (including women).
42. Well paid! (Chief's job to make this happen - expectations of externally and internally).
43. Use information to make decisions for the city/region.
44. Clear guidance on whether older streets need to be 20' wide. I put up No Parking signs by request from fire, but there is no formal policy.
45. Integration and support continuation with CARS.
46. Stay funded at the right level versus the optimal level and develop service delivery with that in mind.
47. Consider and integrate strategies to support and accommodate other city goals (energy efficiency, multimodal streets) - help identify best practices.
48. I expect the fire department leaders to develop their staff to continue excellence for years to come.
49. Fire department should constantly be trying to improve service to the community.
50. Traffic calming like chicanes and speed humps need to be addressed.
51. Develop and maintain relationships.
52. Share successes and challenges so others can learn/consider solutions.
53. Respected and respectful in the community.
54. Build relationships within the community / neighborhoods.





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### Areas of Community Concern about the Charlottesville Fire Department (verbatim, in no particular order)

- Service creep – being more than can be executed well.
- Being too focused on enforcement rather than education.
- Internal strife and lack of trust between troops and management. Even distrust amongst troops in some cases.
- Smart and judicious use of technology to improve the core services and increase community information sharing and awareness.
- Could work more effectively with other internal departments.
- Are we spending too much on equipment compared to staff?
- Do we need to respond to every auto accident – doubling up with rescue squad?
- Are we cooperating enough with Albemarle County?
- Do we do enough code enforcement?
- Are we prepared for a hazardous incident? Oil tanks? Etc.
- That the fire department continues to have the most up-to-date technology and equipment required to maintain public safety.
- That the fire department have all of the resources it needs to maintain its high level of service.
- Is the purpose of the Kroger “fire lane” signs to act as fire truck parking when grocery shopping or is it for actual emergencies?
- Do you need to take a full truck on errands? Don’t you have better fuel-efficient vehicles?
- Share information.
- Coordinate interaction with other agencies.
- Understanding needs of other agencies.
- Respect other organizations.
- Frequent changes in staffing.
- Process for conveying new and external rules/requirements throughout the organization (uncertain if most effective method).
- Does the department/response team have sufficient access to key infrastructure data (including stream network)?
- Send only apparatus needed for minor calls. Ladder truck is overboard in residential areas.
- Requirement of 20’ of pavement in most cases, which can conflict with community character (narrow streets/ROW, walking areas).
- Relying on NDS GIS resources for data (requests are not always likely creating workload concerns).
- Extreme resources and lawsuit on new fire station.
- Planning and application/entitlement review: too many planning decisions (including and especially engineering standards and designs) focus on limiting response time and ease of access for rescue personnel. What this means is that our roads and ROWs are too big, our intersections too wide, our tree planting standards too limited, etc. Focusing instead on public health outcomes





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would require an aggressive reorientation of our standards and design manual. When cars travel too fast (because of large roads and intersections), injuries are worse. When people can't walk wherever they need to go, obesity statistics rise. Charlottesville must be livable and walkable.

- Large fire trucks often drive street widths and turning radii. Would like to see a move to smaller vehicles to support community goals for walkable neighborhoods.
- When fire department exercises hydrants, that the people have the proper training to not disturb the water supply.
- Fire department continues to inform utilities of issues; for example, hydrant pressure, etc. so utilities can address the proper maintenance.
- Seem to continue old model of buying largest equipment – do we need to do this? Can we look at alternatives?
- Constant concerns with morale – not sure how much public knows or is known at city hall.
- Do we give too much to the Albemarle County in terms of service? We should capture those true costs and get the return for that.
- Lack of coordinating and collaboration with the county to provide better community response (mostly a political issue).
- Not enough input in the community planning – street design, utilities location.
- Needs to continue to remove the “good ~~gold~~ ole boy” mentality at the lower levels.
- I am very concerned with university off-grounds housing. I don't think all landlords keep their buildings up to code. I know more students live in each house than are on the lease. And I believe that fire trucks would have trouble getting through some of the crammed streets surrounding the university.
- I also think some 400-person lecture halls should be inspected to see if they will be able to safely evacuate in an emergency specifically in some of the older buildings like the physics building or chemistry building.
- With changes in leadership at CFD and UVA, there would be a change in the level of cooperation when we share the same goals!
- Changing technology requires a high level of IT or specialized involvement.
- Sharing of information with other agencies.
- Including ECC in significant training, AARs, etc. (this has been good in the past and should continue).
- The ability to plan and respond to a major hazardous materials incident.
- Need more consistent engagement in regional planning / meetings.
- Need more visibility into organizational structure and staffing (i.e. names of who to contact for different things).
- Not enough people to do the job.
- Funding resources.
- Doesn't always keep others informed of strategy moving forward – may sacrifice an opportunity to work together or identify impact on external agencies.
- Occasionally see competency gaps.





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- Seems to be more focus/emphasis on secondary programs (HazMat/TRT) than potential core programs (EMS).
- Not a significant concern, but if there is any outreach programming to high school age kids as a way to recruit locally, then more publicity about that outreach should happen. If there isn't any programming, please consider it.
- Waste of dollars.
- Not understanding how technology can help.
- Lack of technical staff (full time) data analyst to use / available data/tools effectively.
- Often times, not a clear technical point of contact for technology related efforts.
- Too many technology-related requests from various/different sources in CFD. Should be more coordinated to prioritize needs. Multiple CFD staff often make requests that could be funneled through one point of contact.
- Data availability and quality. Availability of combined fire and EMS data for decision-making.
- Alignment of services levels and, perhaps more importantly, the provision of service between the city and county in the form of a mutual aid agreement.
- Community knows the "face" of the department (command) but not the boots on the ground.
- Training and continued collaboration with other service providers (need more).
- Internal policies – need revision.
- Respect for one another within the organization or lack thereof.
- Fire department is not viewed as a priority in some budgeting or zoning decisions.
- Fire department spends a lot of money on new buildings and equipment.
- Viewpoint is often limited to whether or not a truck will fit within a road. Sometimes does not consider what accidents could be avoided if roads narrowed/turn radii are smaller (life safety of other uses).
- Is the department being asked to do too much?
- A fire truck on the mall recently hit a contractor vehicle on purpose. The firefighter was not on an emergency call. I would have liked to see communication between the parties.
- Community rumblings that there are divisive issues.
- More reasonable opportunities for students to engage. Hours and commitment are difficult to allow interested students to serve. Some can participate as indicated but others may wish to serve but have problem with an entire year including summer.
- Keep those doors open so the community can drop in and see what an excellent resource we have in Charlottesville.
- Never hesitate to engage the community for input and even pictures of an event.
- Do they have adequate resources?





# Charlottesville Fire Department

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### Positive Community Comments about the Charlottesville Fire Department (verbatim, in no particular order)

- The team I work with is very responsive to requests and available for questions.
- Strong leadership and great people.
- Outstanding track record.
- Willing to work with other departments to solve complex issues.
- Fire department works well with other city and community departments.
- Fire department is very well respected in the community.
- The Class 1 certification from ISO is impressive.
- Diversity, enthusiasm, talent of staff.
- Support of city (government and citizens) as evidenced by investments in quality facilities, apparatus, and equipment.
- Focus on improvement as evidenced by ISO Class 1, accreditation, and desire to be “world class.”
- Excellent leadership!
- Excellent marketing!
- Well respected within the community.
- Topnotch facilities (example of leadership).
- Nationally recognized!
- Great staff willing to take on technology challenges.
- Passionate about their jobs.
- Embrace new technology.
- Staff wants to learn.
- My experience with any feedback I’ve heard about the fire department has always been positive. The CFD are seen as the good guys.
- The smoke alarm program has been spoken about in a very positive way.
- HazMat and technical rescue programs have developed significantly over the last few years and that supports the region as a whole.
- While ongoing, joint training for HazMat/TRT hasn’t worked out, CFD has been very accommodating for specific requests.
- Members are very professional during encounters.
- People, they are excellent to work with.
- Leadership. Quality and effective management.
- Willing to listen and solve problems.
- Comes through with support during times of crisis.
- Willingness and interest in raising the bar / pushing for excellence.
- This fire department has always been willing to work as a community during any major incident.
- Their public outreach exceeds all planning phases – including services and guidance to citizens during the recovery phase of an incident.





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- CFD is a great partner amongst all agencies and is always willing to provide public education wherever asked.
- Good interagency communications; willingness to work together to resolve issues.
- Strong leadership.
- Fantastic ISO rating! Great job!!
- They are professional and appear well maintained
- I want them to respond if something happens to me or my family!
- History of cooperation with the university.
- New facilities and programs to help firefighters stay fit. (OSHA statistics say firefighters lack of fitness when they have such a demanding job is a great problem).
- I think the regulations and inspections done for university on-ground housing are great.
- Your department's commitment to student fire safety education is really great.
- Probably one of the most professional organizations in the city.
- Provides great leadership in our community.
- Is always very engaged with the community and very transparent.
- They are responsive to the public and the community – do that very well.
- Quality new fire station – real asset to the community!
- Always been a team player at the city level – other departments.
- Has an ISO 1 rating!
- Fire department is someone utilities can rely on in natural gas emergencies.
- Fire department is a good partner when coordinating issues with the water utility.
- Professional.
- Committed to service.
- Committed to excellence.
- Our fire rescue personnel are very courteous and try to take their jobs extremely seriously.
- We feel very safe in terms of having a department prepared to fight fires.
- Great work on inspections with property maintenance for fraternities and sororities.
- Regular attendance with development review team to comment on site plans.
- ISO rating that helps the community save on insurance rates.
- Reliable.
- Professional.
- Expanded HazMat response and capability has been a great improvement.
- Good firefighting skills.
- Good middle management.
- Helpful employees.
- All CFD staff are very friendly, especially with children. They take time to show off the truck, etc.
- Staff set with sense of pride to represent CFD.





# Charlottesville Fire Department

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- Charlottesville Fire has an excellent reputation in the community.
- Well respected by the business community.
- Diversity in staff is great – better than a lot of other city departments.
- The fire department is a wonderful example of community outreach.
- Always engaged and visible with the community – events, etc.
- Every public interaction is positive and helpful.
- Very professional.
- Excellent facilities.
- Professional service.
- Strong leadership.
- Dedicated public safety professionals.
- A diverse workforce that wants to do a good job.
- A good funding base.
- Currently has the trust and admiration of the community.
- Is pretty well equipped (hardware) to do the job, but could always use more.
- Does community outreach well. Visible in the community.
- Happily, I have not experienced a direct need for an encounter. I hear nothing negative.

### **Other Community Comments about the Charlottesville Fire Department (verbatim, in no particular order)**

- Thanks for asking!
- I am generally impressed with our city's fire department!
- Thank you for what you do.
- CFD has been a great department to work with and their leadership has been a big part of that.
- Thank you for your hard work!
- Don't fully understand how the city fire department works with the emergency communications center and other public safety departments and organizations.
- Engaging in more dialogue with local architects, planners, builders, developers, and affordable housing providers will help recalibrate how we view public health outcomes.
- This community values walkable places, prioritizing ROW space for pedestrians, cyclists, and other non-vehicular mobility.
- Great department, need consistent leadership decisions.
- CFD is one of the best-run city departments. Staff's sense of pride and responsibility are an asset to Charlottesville.
- For expectations, I wrote continue to maintain – maintain because I think the fire department does an excellent job already – just maintain this level of quality service.
- We have an outstanding department! Can we make it better? Do we need to spend more to make it better?
- Increasing the level of cooperation with other city departments would be helpful.

