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# Strategic Plan

FORWARD THINKING THROUGH 2023



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# CITY OF CHARLOTTESVILLE

Fire Department – Station 10  
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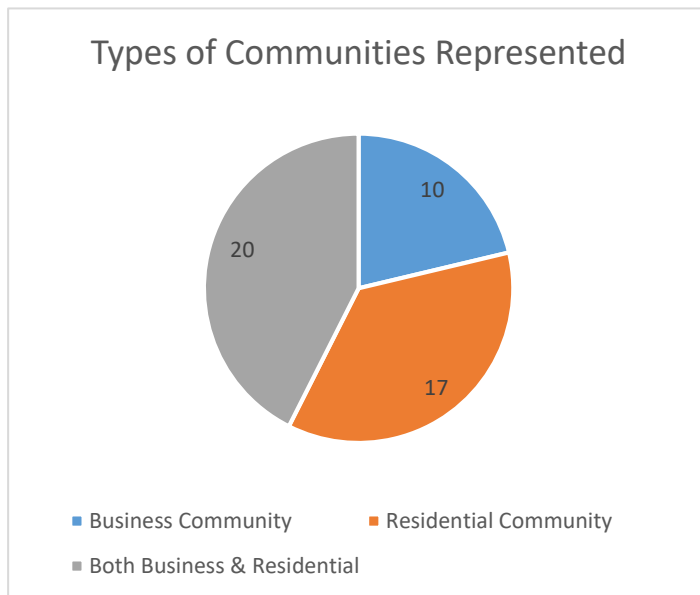
## 2021 STRATEGIC PLAN

Strategic planning in the fire service is uncommon. However, the Charlottesville Fire Department is internationally accredited through the Commission on Fire Accreditation International. The CFAI accreditation process requires departments to publish and maintain a strategic plan. Furthermore, the CFD leadership recognizes the value in strategic thinking and fostering executive insight. For that reason, the Charlottesville Fire Department embarked on a strategic plan development process in June 2020.

As a result, the Charlottesville Fire Department developed a community and employee-driven strategic plan. The department gathered direct and open feedback from more than 70% of the employees through a comprehensive process. Furthermore, an

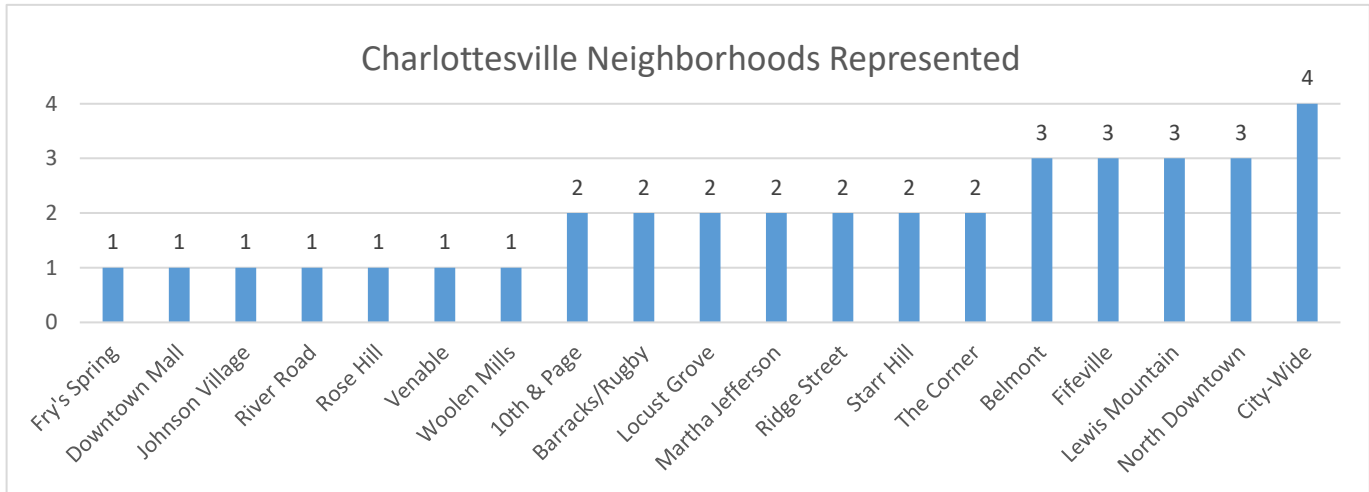
<b>INTERNAL WORKGROUP MEMBERS</b>
Battalion Chief J. Phillips
Captain L. Blakey
Firefighter J. Dorsey
Firefighter Q. King
Firefighter R. Kovarik
Firefighter B. Leonard
Analyst L. Lyons
Firefighter M. Pitsiokos
Firefighter J. Rodzinka
Firefighter J. Shreckhise
Firefighter B. Weidinger

eleven-employee workgroup convened to identify themes and opportunities jointly. The department developed six overarching goals based on the total employee feedback and workgroup input.



To better match the community's needs, the Charlottesville Fire Department solicited feedback from one hundred community and business leaders. Forty-six individuals provide direct input through a pandemic-adapted stakeholder session. The community input provided insight into the needs for

community engagement, community marketing, and program gaps.



The evaluation and maintenance of the 2021 Strategic Plan are dynamic, reviewed routinely, and adapted to meet the organization's changing environment. The department utilizes a rhythmic schedule for intentional and routine review and adaptation. The city's dynamic nature and department's environment require an agile and flexible strategic plan. Therefore, the Charlottesville Fire Department plans to update the objectives and tasks annually while maintaining a three-to-five-year strategic view.

As outlined below, the plan includes six forward-thinking goals accompanied by measurable objectives and tasks:

**GOAL 1 | WORKFORCE:** *To develop a workforce that exemplifies the Charlottesville Fire Department's core values and is prepared to achieve the mission and vision.*

**GOAL 2 | SAFETY, HEALTH, & WELLNESS:** *Develop and sustain an environment for safety, health, and wellness for all employees.*

**GOAL 3 | ORGANIZATIONAL COMMUNICATION:** *Develop and implement an effective and comprehensive communication plan for the Charlottesville Fire Department.*

**GOAL 4 | TRAINING:** *Develop an effective and comprehensive professional development program.*

**GOAL 5 | SERVICES & RESPONSE:** *Enhance the ability to prepare for, respond to, mitigate, recover from emergencies and disasters by developing a community risk-driven service delivery model.*

**GOAL 6 | SUPPORT:** *Ensure responsive, sustainable resources are present to comprehensively address the current and future needs of the department.*



## **GOAL 1 | WORKFORCE:**

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

### **1.1 Staff and support the organization to provide sustainable mission progress.**

- 1.1.1 Implement a staffing and workload study to determine the present and future functional staffing levels in operations, hazmat, and training.
- 1.1.2 Implement a staffing and workload study to determine the present and future functional staffing levels for advanced life support providers.
- 1.1.3 Implement a staffing and workload study to determine the present and future functional staffing levels in business management.
- 1.1.4 Implement a staffing and workload study to determine the present and future functional staffing levels in community risk reduction.
- 1.1.5 Evaluate the current number of trained instructors in fire, EMS, and other appropriate disciplines and make recommendations for mission-supportive levels.
- 1.1.6 Evaluate, plan for, and improve the sustainability of functional staffing levels to support the mission.
- 1.1.7 Evaluate for and make improvements to the department's recruitment process to select top-quality candidates to fill roles to support the mission.

### **1.2 To create an expectation and spirit of accountability and consistency throughout the Charlottesville Fire Department.**

- 1.2.1 Deliver training to company and chief officers on consistency in personnel management following the guidance set forth by industry best practices.
- 1.2.2 Evaluate the effectiveness of personnel evaluations and explore opportunities for improvements within the department.
- 1.2.3 Provide training to supervisors on developing and delivering effective personnel performance evaluations.
- 1.2.4 Contingent on the improvement of department policy, implement measures to improve consistency of policy and procedure used across the three shifts.



**1.3 Improve inclusion and diversity in the Charlottesville Fire Department to represent the community we serve.**

- 1.3.1 Create a sustainable workgroup of internal stakeholders to evaluate, analyze, and make recommendations to support diversity and inclusion.
- 1.3.2 Establish a Human Relations Committee in the fire department comprised of various city employees and possibly community members.
- 1.3.3 Create a framework to evaluate existing policy, procedures, and practices through an equity lens.
- 1.3.4 Create and implement an internal inclusion and diversity plan to include formal training, mentoring and accountability.

**1.4 Develop and implement succession planning and supportive professional development.**

- 1.4.1 Identify positions that require succession planning.
- 1.4.2 Identify core competencies for each identified position to prepare individuals to fill those roles.
- 1.4.3 Develop a grant application process to identify and secure funding for employee professional development.
- 1.4.4 Create a process to support professional development through partner agencies such as CPSE, EMI, NFA, VFCA, NAEMT, etc.
- 1.4.5 Support and influence professional development measures for personnel to prepare for lateral and upward movement in the organization.
- 1.4.6 Establish sustainable workgroup opportunities for employees to contribute professionally to strategic change.
- 1.4.7 Support a professional credentialing program to drive professional self-assessment.
- 1.4.8 Establish an Officer Development program



## **GOAL 2 | SAFETY, HEALTH, & WELLNESS:**

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

### **2.1 Establish & maintain a safe working environment for all employees.**

- 2.1.1 Conduct a workload and staffing study and develop recommendations for organization-wide staffing to support safety, health, and wellness.
- 2.1.2 Evaluate the need for and implement sustainable resources to monitor and maintain safe field operations.
- 2.1.3 Conduct a facility safety, health, and security assessment of the Fontaine firehouse and communicate the developed plan to mitigate identified gaps.
- 2.1.4 Conduct a facility safety, health, and security assessment of the Ridge firehouse and communicate the developed plan to mitigate identified gaps.
- 2.1.5 Conduct a facility safety, health, and security assessment of the Bypass firehouse and communicate the developed plan to mitigate identified gaps.
- 2.1.6 Conduct a building use assessment and develop an appropriate plan to improve the efficiency of the Ridge firehouse.

### **2.2 Establish & promote standards for employee health.**

- 2.2.1 Develop a scalable physical fitness program intended and used by all employees of the organization.
- 2.2.2 Establish and adopt fitness for duty guidance, including the means for returning to work after an injury or illness.
- 2.2.3 Validate the Work Performance Evaluation
- 2.2.4 Develop a sustainable Cancer Risk Reduction Program, evaluated annually, to which the most current best practices are utilized.
- 2.2.5 Develop and implement a process to collect, retain, and report upon employee carcinogen exposures.

### **2.3 Establish & promote standards to promote and sustain employee wellness.**

- 2.3.1 Evaluate the effectiveness and sustainability of the Peer Support Team
- 2.3.2 Establish and implement meaningful training to promote cultural acceptance of behavioral health wellness.



2.3.3 Evaluate for and establish a workforce standard for Crisis Intervention Team (CIT) trained personnel.

**2.4 Develop & implement an annual appraisal process to encompass all programs within Safety, Health, & Wellness.**

2.4.1 Cancer Risk Reduction Program: Annually evaluate and report upon the program's effectiveness & efficiency.

2.4.2 Peer Support Team: Annually evaluate and report upon the program's effectiveness & efficiency.



### **GOAL 3 | ORGANIZATIONAL COMMUNICATION:**

*Develop and implement an effective and comprehensive communication plan for the Charlottesville Fire Department.*

#### **3.1 Establish a means for consistent internal information sharing.**

- 3.1.1 Develop and implement a plan for consistent, reliable, and effective information sharing regarding organizational dynamics, technology implementation, etc.
- 3.1.2 Establish a simple internal communication standard to guide message development & delivery.
- 3.1.3 Plan, create and implement a common platform for sharing messages and documents for department staff using current technologies.
- 3.1.3 Create a sustainable and collaborative platform to share information and feedback between all levels of the organization.

#### **3.2 Establish a means for consistent external information sharing.**

- 3.2.1 Develop and implement a plan for consistent, reliable, and effective information sharing for external stakeholders
- 3.2.2 Develop a community marketing plan.
- 3.2.3 Implement a process to send printed media to citizens or businesses who experience a significant event.
- 3.2.4 Develop a customer feedback process.

#### **3.3 Establish an appropriate process for information sharing related to lessons learned and recommendations.**

- 3.3.1 Develop and implement a sustainable and supported After Action Review process.
- 3.3.2 Institutionalize after-action reviews on incidents that achieve a documented benchmark.
- 3.3.3 Utilizing the most up-to-date After Action Review process, disseminate recommendations and lessons learned.





**3.4 Establish a sustainable process to review and revise external contracts and agreements routinely.**

- 3.4.1 Develop a sustainable process to review and revise external agency agreements every three years to meet organizational objectives.
- 3.4.2 Develop a sustainable process to review and revise contracts every two years to increase organizational efficiency.

**3.5 Establish and communicate organizational policy and procedure consistent with best practices.**

- 3.5.1 Review, revise, and deploy policies utilizing a standard platform.
- 3.5.2 Review, revise, and deploy procedural documents utilizing a standard platform.
- 3.5.3 Deploy a process for which policy and procedure are easily accessible and easy to locate.
- 3.5.4 Implement a maintenance and retention process for versions of policy and procedure.
- 3.5.5 Develop a process to review and revise policy and procedure annually to evaluate alignment within the department and between other city agencies.
- 3.5.6 Develop a process to review, at least every three years, organizational documents, forms, policy, procedures, and manuals.



## **GOAL 4 | TRAINING:**

*Develop an effective and comprehensive professional development program.*

### **4.1 Develop core competencies to guide training and development plans.**

- 4.1.1 Identify core competencies for non-probationary firefighters.
- 4.1.2 Identify core competencies for B-seat firefighters.
- 4.1.3 Identify core competencies for company officers.
- 4.1.4 Identify core competencies for advanced life support assignments.
- 4.1.5 Identify core competencies for truck/tower company assignments.
- 4.1.6 Identify core competencies for medic unit company assignments
- 4.1.7 Identify core competencies for permanent and "working higher class" command officer assignments.
- 4.1.8 Conduct a Training Section needs assessment to develop recommendations to support the professional development and core competency proficiency.

### **4.2 Develop and implement a company-level training program.**

- 4.2.1 Develop documentation guiding company officers in training resource allocation, training plans, and deployment.
- 4.2.2 Establish a needs assessment and develop an annual training schedule to guide company officer-led company training topics.
- 4.2.3 Identify and explore opportunities to regionally share resources to host special training programs.
- 4.2.4 Evaluate for and deliver training to support mass gathering, active assailant, and other high-risk response situations in the city.
- 4.2.5 Evaluate the need for and develop and an appropriately matched "traveling" or "drive-by" training program quick education delivery.

### **4.3 Develop a process to evaluate individual and crew performance through validated and documented performance-based measurements.**

- 4.3.1 Provide a validated and documented performance-based measurement process for company officers to evaluate individual performance.



- 4.3.2 Provide a validated and documented performance-based measurement process for chief officers to evaluate crew performance.
  - 4.3.3 Create an annual process to gather performance measurements to influence company-level and department training.
- 4.4 Formalize and develop a comprehensive continuous quality improvement program for fire and emergency medical services.**
- 4.4.1 Develop an efficient feedback and quality management process for EMS reporting.
  - 4.4.2 Develop an efficient feedback and quality management process for non-EMS incident reporting.
  - 4.4.3 Identify the opportunities and develop a process to increase performance NFIRS report completion and prevent backlogs.
  - 4.4.4 Engage with the local academic and hospital institution to collaborate on research and process improvements
- 4.5 Develop & implement an annual appraisal process to encompass all programs within Training.**
- 4.5.1 Company-Led Training: Annually evaluate and report upon the program's effectiveness & efficiency.
  - 4.5.2 Recruit Training: Annually evaluate and report upon the program's effectiveness & efficiency.

**GOAL 5 | SERVICES & RESPONSE:**

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

**5.1 To develop a sustainable EMS model.**

- 5.1.1 Adapt and implement emergency medical dispatch system protocols aimed at driving increased efficiency and service delivery.
- 5.1.2 Maximize the Computer Aided Dispatch system to improve response readiness and city coverage.
- 5.1.3 Assess the need for and develop an appropriate alternative response model/s.
- 5.1.4 Perform a staffing analysis to determine the appropriate level of staffing for ALS providers.
- 5.1.5 Develop a plan to train and maintain an appropriate level of staffing for ALS providers.

**5.2 Analyze to identify the comprehensive organizational demands and the effects on operational service delivery.**

- 5.2.1 Conduct a comprehensive study of leave usage and the related impact upon operational overtime.
- 5.2.2 On a routine and scheduled basis, review organizational priorities and initiatives to measure operational impacts.
- 5.2.3 Develop facility-based and incident appropriate performance measures (turnout time).

**5.3 Develop a neighborhood risk assessment to drive decision-making and service delivery.**

- 5.3.1 Develop and implement an annual update process to maintain the relevance of the neighborhood risk assessment.
- 5.3.2 Utilize a risk assessment to influence efficiency and increase the effectiveness of operational service models and deployment to include appropriate EMS deployment models.
- 5.3.3 Identify opportunities and provide support for a sustainable and risk-based public engagement strategy using available resources.
- 5.3.4 Deploy a risk-based and sustainable public education program.



#### **5.4 Evaluate and improve operational resources.**

- 5.4.1 Evaluate the need for and implement appropriate measures for department-wide standardization of equipment placement on apparatus.
- 5.4.2 Conduct and document a critical task analysis for each risk mitigation program to inform resourcing, staffing, and training.

#### **5.5 Identify and implement a sustainable pre-incident plan solution.**

- 5.5.1 Utilize a risk assessment to identify and prioritize community target hazards.
- 5.5.2 Collect and maintain existing pre-incident planning documents.
- 5.5.3 Develop a standard, provide appropriate training, and deploy operational resources to develop annual pre-incident plans.

#### **5.6 Increase efficiency through partnerships and improve resource utilization.**

- 5.6.1 Improve the management of third-party inspection, testing, and maintenance of commercial fire protection systems while regionalizing the process.
- 5.6.2 Improve upon and support the programs mitigating frequent utilizers of 911 services.
- 5.6.3 Develop a process to evaluate external agency and partnership agreements at least every three years.
- 5.6.4 Realign the UVA services contract with the current and future needs for service delivery.
- 5.6.5 Solidify the remote EOC capability at Station 10 while leveraging available technology available within the city.

#### **5.7 Improve the efficiency and effectiveness of activity and data collection through available technology, resources, and training.**

- 5.7.1 Develop and effectively deploy training to improve consistency in completing fire incident reports.
- 5.7.2 Develop and deploy a consistent and timely quality management and improvement process for fire incident reporting.





**5.8 Develop & implement an appraisal process for programs within response.**

- 5.8.1 Standard of Cover: Annually evaluate and report upon the program's effectiveness & efficiency.
- 5.8.2 Fire Suppression: Annually evaluate and report upon the program's effectiveness & efficiency.
- 5.8.3 Emergency Medical Services: Annually evaluate and report upon the program's effectiveness & efficiency.
- 5.8.4 Community Education: Annually evaluate and report upon the program's effectiveness & efficiency.
- 5.8.5 Smoke Alarm Initiative: Annually evaluate and report upon the program's effectiveness & efficiency.
- 5.8.6 Emergency Communication Center: Annually evaluate and report upon the program's effectiveness & efficiency.



## **GOAL 6 | SUPPORT:**

*Ensure responsive, sustainable resources are present to comprehensively address the current and future needs of the department.*

- 6.1 Ensure an appropriately-resourced, comprehensive fleet management planning process is in place to guide vehicle specification, acquisition, and replacement.**
  - 6.1.1 Develop a consistent plan to guide the apparatus specification process that ensures wide opportunities for feedback from and communication with field personnel.
  - 6.1.2 Secure appropriate funding to ensure a comprehensive fleet replacement program is both achievable and sustainable.
  
- 6.2 Develop support for a comprehensive fleet maintenance program to ensure safety, reliability, and stewardship of our apparatus.**
  - 6.2.1 Develop and document an inspection, testing, preventive maintenance, replacement schedule, and emergency repair process of all apparatus.
  
- 6.3 Unify disparate procedures for the selection, maintenance, storage, and replacement of uniforms and PPE.**
  - 6.3.1 Standardize the processes for identification and specification of all PPE.
  - 6.3.2 Evaluate the fitment, practicality, and durability of personal protective equipment for EMS.
  - 6.3.3 Evaluate the fitment, practicality, and durability of personal protective equipment for fire suppression.
  - 6.3.4 Identify funding to support a comprehensive, sustainable equipment replacement plan.
  
- 6.4 Unify disparate procedures for the selection, storage, and replacement of equipment and supplies.**
  - 6.4.1 Evaluate for and improve the storage and accessibility of EMS equipment.
  - 6.4.2 Develop and communicate a process for ordering cleaning, office, and general supplies.
  - 6.4.3 Consider methods to maintain inventory control and accountability at station locations.



**6.5 Evaluate and improve upon employee uniform selection, issuance, availability, and replacement.**

- 6.5.1 Evaluate and make recommendations on the utility, preferences, and needs of uniforms for operational staff through the use of a task group or committee
- 6.5.1 Evaluate and make recommendations on the utility, preferences, and needs of uniforms for non-operational staff.
- 6.5.3 Standardize the processes for identification, distribution, and specification of all uniform items.