



HENRICO COUNTY DIVISION OF FIRE



2013-2018 CONTINUOUS IMPROVEMENT STRATEGY



Facilitated by



Center for
Public Safety
Excellence

Introduction

The Henrico County Division of Fire provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and disaster preparedness to the 244 square miles of Henrico County, Virginia. The Division of Fire 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 agency's path into the future via a "Continuous Improvement Strategy." Further, in an effort to work toward self-improvement, the agency is pursuing reaccreditation through the Commission on Fire Accreditation International (CFAI). The following document was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized a community-driven, continuous improvement process to go beyond just the development of a document. It challenged the membership of the Division of Fire to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

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



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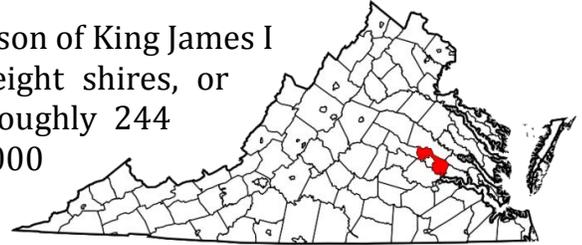
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Organizational Background

Named for Henry Fredrick, Prince of Wales, the eldest son of King James I of England; Henrico County, Virginia was one of eight shires, or counties established in 1634. Presently, it covers roughly 244 square miles with a population of approximately 300,000 with a county manager and board of supervisor form of government.



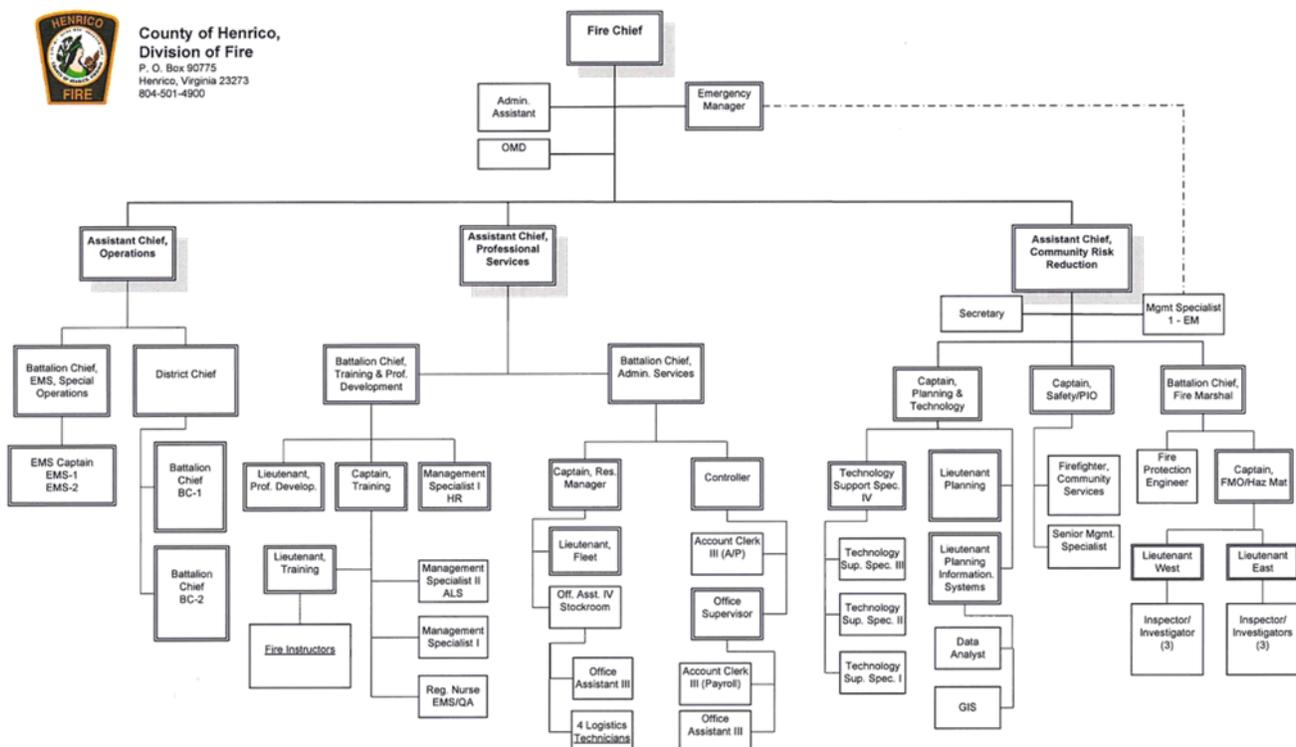
Fire protection began in Henrico County with volunteer fire brigades and support from the City of Richmond until 1930 when the first fire service was established. In September of 1930, the first paid fire department station was opened. As the county grew, so did the need for increased fire protection. New stations and personnel were added to the service as well as the volunteer compliment.

The first paid Fire Chief was appointed to the department in 1951. As the population expanded, so did the department. Initially providing fire response and prevention, Henrico County Division of Fire has developed into an “all-hazards” department providing emergency medical services, hazardous materials mitigation, technical rescue, water rescue, and emergency management. Today, there are 517 uniformed employees operating 20 stations, along with 22 civilian employees within three sections of the Division.

Organizational Structure



County of Henrico,
Division of Fire
P. O. Box 90775
Henrico, Virginia 23273
804-501-4900



Effective 12/29/2012





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Definition of the Community-Driven Continuous Improvement Strategy Process

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Continuous Improvement Strategy process was used to develop this document. 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 Continuous Improvement Strategy?

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

The Community-Driven Continuous Improvement Strategy process 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 strategize how they will deliver high-quality products and services to the public through better, faster, and less expensive programs.



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Once their continuous improvement strategic goals are established, agency 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 in the stated strategy. Goodstein, Nolan, & Pfeiffer define strategic-type planning efforts 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.¹

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand this process, it is necessary to look at a few key words in the 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;
- **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, this continuous improvement strategy 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.

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



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Where Does the Community Fit into the Development of the Continuous Improvement Strategy?

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.²*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking 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;
- **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 strategy 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 strategy process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

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



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The Community-Driven Continuous Improvement Strategy 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. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise 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 strategy.



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Henrico County Division of Fire's External and Internal Stakeholders for their participation and input into the development of this Continuous Improvement Strategy. The CPSE also recognizes Fire Chief Anthony McDowell for his leadership and commitment to this process.

Development of the Division of Fire's Continuous Improvement Strategy took place in January 2013, during which time representatives from the CPSE and the Division held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special 'thank you' to community members who contributed to the creation of this strategy, as it was truly a team effort. Those present at this meeting were as follows:

Table 1: External Stakeholders

<i>John C Anthony</i>	<i>Dennis Bickmeier</i>	<i>Kathy Butler</i>	<i>Cam Crittenden</i>
<i>Chris Denton</i>	<i>Peter Francisco</i>	<i>Lorrie Gore</i>	<i>William Grider</i>
<i>Tom Hall</i>	<i>Jeff Hedrick</i>	<i>Amy Howard</i>	<i>Ric Koonce</i>
<i>Corace Parowne</i>	<i>Michael Powers</i>	<i>Shannon Rosser</i>	<i>Brittany Schaal</i>
<i>John Scheffield</i>	<i>Michael Smith</i>	<i>John Tatum</i>	<i>Jeffrey Walker</i>
<i>Joan Walker</i>	<i>Ben Warner</i>	<i>Norman Way</i>	<i>Chris White</i>
<i>Linda Winder</i>	<i>K.H. Winston</i>	<i>Pris Woods</i>	

External stakeholders conducting a work session





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Community Group Findings

A key element of the Division of Fire's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided, but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the Division needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 1: Community Service Program Priorities

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	124
Fire Suppression	2	120
Technical Rescue (includes heavy rescue, water rescue, etc.)	3	85
Fire Prevention	4	73
Hazardous Materials Mitigation	5	68
Domestic Preparedness Planning and Response	6	54
Public Fire/ EMS Safety Education	7	39
Fire Investigation	8	25

External stakeholders conducting a work session





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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. Following are the expectations of the community's External Stakeholders:

**Table 2: Community Expectations of the Henrico County Division of Fire
(verbatim, in priority order)**

1. Quick response time to the key services required by the public.
2. Well-trained staff. Education. Technical excellence.
3. Professional in administering duties.
4. Community outreach. Community meetings for homeowners of dangers. Meet with community organizations at least annually.
5. Most up to date equipment.
6. Human life saving. Prompt rescue for dangerous situations.
7. Inspections. Rational fire inspection enforcement.
8. To put out structure fires in a fast and safe manner.
9. To have more trained EMS personnel of the ethnic background.
10. Training classes for communities at their request for safety and disasters
11. Competent providers (EMS and firefighters)
12. Strong community partners- the ability to work with schools, businesses and individuals to meet our shared goals.
13. To be known though the U.S. on a constant basis as the model for fire and EMS services.
14. To stay accredited and keep staff current in professional development.
15. Property saving.
16. To provide quality EMS services.
17. More fire stations in eastern Henrico because of its growth.
18. Friendly service.
19. Appropriate sense of urgency.
20. Keep family/ coworkers safe.
21. Effective communication between higher ups, Fire Marshal, etc.
22. To prevent fires through education of the public and ordinances.
23. Access to fire officials for business opportunities.
24. Public awareness of things that should not be kept in homes.
25. Adequate supply of services to meet current and future demand.
26. Help on emergency response for non-fire help for troubled people.
27. Sharp understanding of large-scale properties ins and outs.
28. Strategic plan for all types of natural and man-made disasters
29. To educate children on fire safety, while taking the "scariness" out of the process.
30. Awareness of kerosene heaters being made to the public and other dangerous heating elements.



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- | |
|--|
| 31. People skills in calming situations while dealing with the emergency. |
| 32. Innovative service- the highest technology for fire suppression and when delivering patient care. |
| 33. Effective cooperation when the department is called out for service. |
| 34. Technology is current and implemented throughout the department. |
| 35. Maintain regional HAZMAT team. |
| 36. To be visible to the public. |
| 37. Confidence in personnel handling a situation. |
| 38. Dedicated and compassionate. |
| 39. Fiscally responsible service. |
| 40. Transparency- a culture of openness (good or bad) - tell us what we need to know. |
| 41. Continuously evolving, moving forward and “thinking outside the box” to have the best employees and provide consistency. |
| 42. Good understanding of what the department expects from me (my business) when we have to call you out. |
| 43. Request “outside” assistance when needed (i.e. area is beyond the expertise of the department). |

External stakeholders conducting a work session





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Areas of Community Concern

This process would be incomplete without an expression from the community regarding concerns about the agency. 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.

**Table 3: Areas of Community Concern about the Henrico County Division of Fire
(verbatim, in no particular order)**

• Not sure as a business owner how to update ICE (“In Case of Emergency” contact information) with the fire department
• Can the facility be used for community functions? If so, what types of functions are acceptable?
• Any minorities being considered for hire? If not, why not?
• More visibility in the Memorial Day Parade in Sandston.
• More contact with community groups.
• Are our fire and EMS providers adequately funded?
• Would like to see fire and EMS take a greater role in pulling the community together with respect to aligning goals/ specifically around EMS coordination with multiple health systems.
• Concern that they are over-extended with calls that may not be emergent. I don’t think more resources are the answer, but how do we teach the community to be more responsible with this great resource.
• Budget/ funding challenges.
• Increased demand secondary to growing community and aging population.
• Abuse of the 911 system by under/ uninsured residents.
• Ability to maintain 0 fee for service.
• Unrealistic service expectations by the community (i.e. answer any/all 911 calls and/or will take residents to their choice of hospital).
• Lack of minority firefighters and EMS personnel.
• More visibility in community programs, such as parades, kiosks at school programs and shopping malls.
• Are there enough fire stations/ staff to handle emergencies, training, transportation, etc.?
• Do all stations have or have access to the latest state of the art equipment.
• Are all firefighters/ EMS receiving continuing education so they can stay abreast of all types of emergencies
• Are staff members given adequate methods to deal with the stress they face on a daily basis? This includes but is not limited to mental health counseling and adequate time off/ vacation leave?
• Do they have adequate health/ disability insurance? Do they have great survivor benefits?
• Not a concern specifically about the department, however as a citizen of Henrico, I worry that budgetary issues could cause a reduction in services.
• Try to maintain the highest standards- In these times where budget is a huge concern; do not cut necessary and expected resources.
• Embrace volunteerism and challenge them to excel.
• Don’t lose the current moment.
• Budget- potential reduction impacts.



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• Retention of TOP performers.
• Inadequate facilities.
• Recent wave of retirements (impact on intellectual knowledge/ experience levels).
• Impact of budget restrictions on capital needs.
• Adjusting to changing demographics, i.e. impact on those speaking foreign languages only.
• Manpower/ enough or too many?
• Hiring practices.
• Response time to incidents.
• Knowledge of alarm systems.
• Work schedule/ availability.
• A feeling of arrogance from personnel when we need the department's assistance. I need your help at that moment so please do not make us feel we are bothering you.
• When Fire Marshals transfer, I would like to be more aware of those changes.
• In emergency medical service calls- seeing- a full size truck having to respond instead of a smaller-EMS vehicle.
• Like to see more minorities in the fire department houses.
• Awareness of electrical hazards. Do all members have some understanding of the dangers associated with power lines?
• Response time.
• Not visible in the community.
• Not knowing certification or ranks when on a call.
• Too focused on letter of rulebook rather than business getting done. Be more practical.
• Too much attention on latest gadgets. Concerned on cost yet appreciate being prepared.
• The level of training across the board, specifically making sure that all employees are trained unilaterally across the board.
• Making sure all EMS providers are competent.
• Keeping the equipment in top shape and having the resources to keep units on the road.
• Staffing levels.
• Adequate special services (truck company, rescues).
• Education and training.
• None at this time.
• Number of stations.
• Manpower.
• No concerns.



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Positive Community Feedback

The CPSE promotes the belief that, for a Continuous Improvement Strategy to be valid, the community's view on the agency'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.

**Table 4: Positive Community Comments about the Henrico County Division of Fire
(verbatim, in no particular order)**

• Visibility- there are always units on the road and in the public.	
• New leadership team working to become involved and working as a team.	
• Henrico Fire demonstrates a high level professionalism.	
• They have a well-established training program for their firefighters.	
• Most station higher ups are very polite and courteous and seeing a familiar face show up in the truck is great.	
• Department looks to put and emphasis on professionalism and discipline.	
• Approachability- the public is made to feel welcome to interact with fire personnel.	
• Committed to community. Current employees take pride in their role and it shows in the community.	
• Visible in the community- leadership attends many community functions.	
• Support at highest level- Board and County Manager.	
• Exceptional and top of the line services that are great for patient care.	
• From a personal perspective, I have been very impressed with the crews that assisted me at the scene of an MVC and that responded to my home for a suspected gas leak. I was treated with courtesy and respect on both occasions.	
• From a business perspective, I have found the men and women of the department to be knowledgeable and professional.	
• Regarding fire station 15- "A Shift:" - Wonderful emergency service training. - Positive, professional, compassionate, sincere. - Truly a model for what all fire stations should be.	
• My engine company #3 is a very nice building located in a great area.	
• They should have a meeting room for community activities to be held.	
• I have used EMS services and I was very pleased with the services. They were very courteous and compassionate.	
• When my dad was sick, fire came quickly. Great with my dad. Able to calm me and deal with a scared elderly man.	
• Collaboration with the community.	• The firefighters in the field are always professional.
• Professional behavior/ attitudes of staff.	• 0 fee for service.
• Henrico County Fire provides excellent service.	• Good neighbors.
• Level of service.	• Community leaders.
• Equipment.	• Efficient.
• EMS knowledge.	• Brave.
• Keep up the regional presence.	• Well trained.



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• Excellent customer orientated department.	• Seems to have ability to adapt.
• Knowledgeable personnel.	• Well managed.
• Very favorable visibility in community.	• Always a good timely response.
• Great track record.	• Equipment well maintained.
• Represent Henrico well.	• Nice facilities for stations.
• Very positive interactions.	• Knowledgeable supervisors.
• Well-rounded individuals.	• Considered best of best.
• Knowledge of services provided.	• Good relationships established.
• Professionals.	• Competent providers.
• Well organized.	• Fast/ friendly service.

Other Thoughts and Comments

The Community was asked to share any other comments they had about the Division of Fire or its services. The following written comments were received:

**Table 5: Other Community Comments about the Henrico County Division of Fire
(verbatim, in no particular order)**

• Thank-you!
• Not sure if possible but I have a home in a rural area. The fire department has community events and it's been a great liaison event in education of the fire department roles and responsibilities and a community-building event.
• Since the county population is growing, there is a need for more fire departments in the county.
• Station 3 is a new facility and a very nice facility. The personnel are a nice group of guys.
• Great job! Keep up the good work!
• Our family is so grateful for the fire station 15 (A shift although they are probably all very good). They responded to a 911 call at our home last April and were directly responsible for saving my husband's life! I hope all Henrico county firefighters have access to the state of the art equipment, trucks, ambulances and training that these wonderful people have and know how to use.
• Thank-you for including us!
• Continue commitment to make this department the best in class.
• On a whole my interactions with HFD have been positive. Most supervisors and fire personnel are knowledgeable and respectful.



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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 agency's approach to Continuous Improvement Strategy development, with focus on the Division of Fire's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below.

Table 6: Henrico County Division of Fire Internal Stakeholders

<i>Kevin Bartal Battalion Chief</i>	<i>Andrew Baxter Assistant Chief</i>	<i>Chris Buehren Captain</i>	<i>Joe Carney Firefighter</i>
<i>Mike Cox Assistant Chief</i>	<i>Vernon Crumpler Lieutenant</i>	<i>Kenny Dunn Assistant Chief</i>	<i>Ed Dunnivant Lieutenant</i>
<i>Eugene Gerald Captain</i>	<i>Dale Harris District Chief</i>	<i>Brent Johnson Lieutenant</i>	<i>Ben Martin Firefighter</i>
<i>Russ Martin Battalion Chief</i>	<i>Tony McDowell Fire Chief</i>	<i>Mrs. Anna McRay Emergency Mgt.</i>	<i>Christopher Nicholson Firefighter</i>
<i>David Nuckols Captain</i>	<i>Dennis Page Captain</i>	<i>Steven Pignatello Firefighter</i>	<i>William Poston Battalion Chief</i>
<i>Jeff Powell Lieutenant</i>	<i>Scotty Roberts Captain</i>	<i>Henry Rosenbaum Battalion Chief</i>	<i>Mark Rowland Captain</i>
<i>Mrs. Debbie Sadler Technology Support</i>	<i>Gary Samuels Captain</i>	<i>Daniel Schwartz Captain</i>	<i>Randy Sevens Firefighter</i>
<i>John Tyrcha Firefighter</i>	<i>John Walls Lieutenant</i>	<i>Zach Zellner Firefighter</i>	<i>Anthony Gordon Lieutenant Division of Police</i>
<i>John Neal Assistant Director Department of General Services</i>		<i>Becky Tate Assistant Director Department of Human Resources</i>	



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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 work group of the Division of Fire's Internal Stakeholders met to review the existing Mission and collectively agreed to the following.

Table 7: Henrico County Division of Fire Mission

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

Internal Stakeholder Group





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Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. The Division of Fire Internal Stakeholders agreed to the following value terms and supporting statement.

Table 9: Henrico County Division of Fire Values Statements

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

Professionalism

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

Respect

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

Integrity

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

Dedication

We will remain loyal to our commitment, our oath and our community.

Empathy

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

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

Internal stakeholders conducting a work session





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Programs and Services

The Division of Fire Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 10: Core Programs

• Fire Suppression	• Fire Prevention/Life Safety
• Emergency Medical Services	• Domestic Preparedness/Emergency Management
• Specialized Rescue	• Fire Investigation
• Hazardous Materials	• Public Education

Table 11: Support Services

• Training	• Mental Health
• Finance	• Fire Chaplains
• Information Technology	• Volunteers
• Logistics	• Non Government Organizations (NGO)
• Fleet Maintenance	• Employee Health Services
• Human Resources	• Regional Mutual Aid Partners
• Planning	• Media Partners
• General Services	• Emergency Communications Center
• Business Management	• Department of Public Utilities
• Geographic Information System	• Colleges and Universities
• General Government	• Specialty Repair Shops
• Law Enforcement (Police, Sheriff)	• Community Emergency Response Team (CERT)
• Red Cross	• Federal government agencies
• Vendors	• State government agencies



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S.W.O.T. Analysis

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

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. Through a consensus process, the Internal Stakeholders identified the strengths of the Division as follows:

Table 12: Strengths of the Henrico County Division of Fire

People- quantity, competency and caliber	Balance- aggressive and safe
Training- consistency for termed and new hires	Standard of Coverage initiative-risk assessment
Equipment-age, technology and standardization	EMS data collection/ quality assurance (recently)
Depth of internal resources	Consistent communication from leadership
Core values	Ability to adapt/change
Job Satisfaction- taking pride	SOGs -ability to think
Opportunities/ career development and promotion	Family (work/ home balance and fire service family)
Experience-all hazards	Fiscal responsibility
Doing more with less	Customer service
Specialty shops	Community respect
Community approval rating	Pride in the organization
Cooperation	Resiliency of workforce
Strong work ethic	Relationships with other county departments
Organizational structure	New leadership
Respect –all levels	Open communication
Facilities-stations, training, etc	Employees-friendly workplace



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Weaknesses

Performance or lack of performance 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:

Table 13: Weaknesses of the Henrico County Division of Fire

External communication (education)	Succession management
Administration, logistics, and training facilities are all inadequate and too decentralized.	
Three firefighter staffing is insufficient at times.	Intra department procedures and relationships.
Budget constraints	More effective use of technology
Health and wellness – program application and not enough focus.	Lack of records management - personnel and training records.
More comprehensive use of resources and talents.	Lack of higher education to meet expectations.
Lack of diversity	Interference of technology – social media
“Youth” of department- loss of institutional knowledge and lack of operational exposure (experience).	Quality assurance – under-staffed, hard time reporting out, slow, no fire QA.
	Generational differences
Insufficient personnel in 40-hr week positions.	Internal COOP planning – dissemination of information.
Increased workload	Lack of marketing/ visibility
Departmental astuteness - big picture understanding.	Continuing training (post academy)- centrally organized division-wide.
Not using social media to meet department goals.	Insufficient distribution of resources – geographic coverage and gaps.
Lack of data driven analysis	Poor inventory management systems



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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:

Table 14: Opportunities for the Henrico County Division of Fire

Community partnerships (service organizations and businesses).	One contact one opportunity - first impressions.
Positive community impression	New leadership in county
EMS and accident prevention (like Fire Prevention).	Formalize what is currently our daily delivery of social and health services.
Host regional events	External training opportunities (state/federal)
Inter-departmental relationships	County growth
Marketing and branding	Legislation / code development
Revenue generation and recovery	Technological development
Recruitment diversity (experience and professional).	Medical advancements (hardware, treatments, modalities).
Volunteer emergency agencies	Land and property development changes
Demographic changes, service delivery opportunities and stimulate operational changes.	
Large scale operational deployments - networking at any level.	Expansion of Community Risk Reduction programs and modeling risk reduction.
Turning data into information	Leveraging citizen volunteers
Joint service delivery opportunities- partnering within the county.	Regional cooperation (i.e. HazMat, technical rescue, mutual aid agreements).
Academic research	Shadowing with external partners
Grants	Post incident review
Non-government organizations	Lower ISO rating



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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 this process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of the Continuous Improvement Strategy 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:

Table 15: Threats to the Henrico County Division of Fire

Economy	Terrorism
Political impacts (i.e. General Assembly action beyond our control).	Failing to keep up with diversity in community.
Natural disasters	Litigation
Regulations - pace, unfunded, impacts on operations.	Failing to keep up with changing demographics.
Public perceptions turning against government operations.	Training- increased requirements, mandates and certifications.
Education- lack of funding to achieve	Privatization
Competition for funds	Generational difference
Increased community expectations	County leadership transitional changes
Increased service expectations. More for less.	Technology outpacing our ability to keep up.
Transient workforce	Supply shortages
Variety of service- transition of thought process.	Delivery in expectations (specialist vs. generalist).
Cultural evolution and changing dynamics within the fire service.	Loss of focus (pulled in multiple directions).
Workforce competition- recruitment, other fire service and health care	

Internal stakeholders conducting a work session





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Critical Issues and Service Gaps

After reviewing the Division of Fire’s core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the Internal Stakeholders identified their primary critical issues and service gaps. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the Division.

Table 16: Critical Issues

Personnel Initiatives <ul style="list-style-type: none"> Professional Development Fitness Diversity 	Program Enhancements <ul style="list-style-type: none"> Emergency Management Community Risk Reduction Quality Assurance 	Business Process Improvements <ul style="list-style-type: none"> Integration of Data Improved Planning Efforts Operations Service Model
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Table 17: Service Gaps

Training <ul style="list-style-type: none"> Staffing Budget Records management Officer development Facilities Practical training 	Finance <ul style="list-style-type: none"> Budget shrinking Grants planning & administrative support Educational funding
	Administration <ul style="list-style-type: none"> Processes, data, and records management Quality assurance/ Quality improvement
Human Resources <ul style="list-style-type: none"> Staffing Diversity recruitment Retention Discipline 	Outside <ul style="list-style-type: none"> Partnerships with volunteer agencies Ability to keep up with community changes Unfunded mandates Government regulations
Physical Resources <ul style="list-style-type: none"> Fleet Management: design/specifications, maintenance facility, reserve fleet Facilities: lack of space, design issues Technology: hardware, software, network bandwidth, support-tracking. 	



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Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Continuous Improvement Initiatives

<i>Workforce Development</i>	<i>Service Model Optimization</i>	<i>Emergency Management</i>
<i>Training and Certification</i>	<i>Processes and Data</i>	<i>Technology</i>
<i>Community Risk Reduction</i>		

Goals and Objectives

The process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps of the Division of Fire. In order to achieve the mission of the Division, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the strategy process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the Division should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to Division leadership with a plan on how the goals are to be achieved.

***“If you don’t keep score,
you’re only practicing.”***

Vince Lombardi,
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.



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Goal 1 **To develop a workforce that is prepared to achieve the mission and vision of the Henrico County Division of Fire while exemplifying the core values.**

Objective 1A	Enhance the health and wellness of our workforce through programs and processes.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Develop, deliver and implement a health and wellness program for all department members. Develop, deliver and implement a mandatory physical fitness/work performance evaluation program. Monitor implemented programs and processes and revise as determined and authorized.

Objective 1B	Enhance the recruitment and retention of the department's workforce through programs and processes.
Timeframe	24 Months
Critical Tasks	<ul style="list-style-type: none"> Establish a committee to research critical gaps in the recruitment and retention processes. Use a workplace satisfaction assessment tool to develop a strategy for employee retention. Develop, deliver and implement a comprehensive recruitment program targeting a diverse audience of prospective new employees.

Objective 1C	Design and implement a Professional Standards Program that incorporates internal affairs, customer complaint/feedback review and system improvements.
Timeframe	6 Months
Critical Tasks	<ul style="list-style-type: none"> Formalize the process for customer feedback and effectively integrate this into the internal affairs SOG. Develop and implement a professional standards database. Train the appropriate personnel to effectively deliver the comprehensive professional standards program.

Objective 1D	Enhance the employee development process of the department.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Update the firefighter Career Development Program. Update the officer qualifications program. Identify and support professional development opportunities for both sworn and non-sworn employees in achieving career growth and development within Henrico County.



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Goal 2 Enhance the County’s overall ability to prepare for, respond to, recover from, and mitigate hazards, emergencies, and disasters.

Objective 2A	Develop and implement enhanced and focused community outreach.
Timeframe	24 Months
Critical Tasks	<ul style="list-style-type: none"> Leveraging resources in the DOF and other County/HCPS agencies, target seniors, children, and non-English speaking as a primary language to assist in emergency planning efforts. Translate existing emergency management materials into languages other than Spanish to target our evolving demographic. Establish partnerships with licensed facilities to improve their emergency planning efforts. Establish and maintain relationships with business in the County to improve their emergency planning efforts.

Objective 2B	Enhance information sharing and common operating picture awareness both internally and externally.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Survey stakeholder group and determine what information is needed, including determination of what can be shared (i.e. law-enforcement sensitive information). Develop a online tool that is easy to access and includes an overview of important planning information (i.e. road closures, weather info, ongoing maintenance like hydrant flushing or smoke testing) optimized for both internal and external audiences, across a variety of platforms Increase the number of active participants in the Code Red emergency alerting system to 10,000 residents and county employees.

Objective 2C	Develop and implement a corrective action plan process to provide quality assurance and quality improvement opportunities for responses which require emergency operations center (EOC) activation.
Timeframe	24 Months (Ongoing Cycle)
Critical Tasks	<ul style="list-style-type: none"> Implement a process to capture and incorporate feedback, lessons learned, and best practices from events or incidents where the EOC is activated at Level 3 and above to enhance the emergency management cycle planning. Implement a process to capture and incorporate feedback, lessons learned, and best practices from events or incidents in other localities or external partners to enhance Henrico County’s own emergency management cycle planning. Incorporate after action report details into SOG revisions where appropriate, supporting data for exercise needs and baseline for training course needs.



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Objective 2D	Establish a two-year training and exercise cycle for EOC activities.
Timeframe	24 Months (Ongoing Cycle)
Critical Tasks	<ul style="list-style-type: none"> • Deliver at least one focused, position-specific training and exercise cycle for each Emergency Support Function that encompasses key participants from all parts of county government each calendar year. • Deliver ICS/EOC interface training to all staff that could potentially be assigned to EOC or IMT functions. • Provide two NIMS 700, two ICS 100, two ICS 200, one ICS 300, and one ICS 400 classroom delivery course each calendar year. • Support recruit academy course deliveries of NIMS 700, ICS 100, and ICS 200 for Fire, Police, and Sheriff, as requested.



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Goal 3 To develop process and data management systems that meet the current and future needs of the Henrico County Division of Fire.

Objective 3A	Improve the use of data to inform Standard of Response Coverage (SORC) improvements.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Conduct a road network travel-time analysis to evaluate both current and future placement of fire stations and apparatus. Update published monthly data reports demonstrating compliance with SORC benchmarks and other key performance measures. Develop a real-time network coverage projection that will help inform apparatus move-ups during peak demand periods.

Objective 3B	Develop enhanced processes for quality assurance and quality improvement by use of technology.
Timeframe	18 Months
Critical Tasks	<ul style="list-style-type: none"> Implement a formal QA/QI program to review 100% of working fire and other major incident documentation to ensure accurate data collection. Conduct a needs assessment to evaluate the EMS QA/QI program. Develop a formal electronic template to facilitate a standardized after-action review process and help convey key lessons learned.

Objective 3C	Complete a comprehensive internal analysis to streamline critical processes..
Timeframe	12 Months (Ongoing Cycle)
Critical Tasks	<ul style="list-style-type: none"> Conduct one focused business process analysis for each of the three sections of the Division of Fire each year. Develop evaluation criteria for critical business functions. Design and implement a data collection and management system to support ongoing evaluation of these processes.



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Goal 4 To develop an optimized community-driven service delivery model.

Objective 4A	To enhance to the Standard of Response Coverage through continuous improvement and planning.
Timeframe	12 Months (Ongoing Cycle)
Critical Tasks	<ul style="list-style-type: none"> Complete annual updates to the Community Risk Assessment and Standards of Response Coverage. Specify the Division’s standard for fire department presence in urban/ mixed use developments, as well as other areas and types of future development. Evaluate the current special operations program and develop a strategy for improvement, to include roles and responsibilities, requisite training, and equipment load out for each type of company/specialty team.

Objective 4B	Develop and implement solutions dealing with frequent consumers of services.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Conduct an evaluation/review of current programs that address situations involving frequent consumers of EMS service. Implement multi-disciplinary and inter-departmental approach to serving the underlying problems for residents / businesses that are frequent users of the EMS system. Develop and implement a tracking system that will detect and alert when there is a frequent consumer of services, enabling focused efforts to be made to evaluate and address the underlying situation.

Objective 4C	Develop improvements for enhanced command and control.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Develop a fully functioning Type IV incident management team using Henrico County resources. Formalize the deployment process for all special operations, IMT, and EMAC requests. Develop and implement a plan for establishing daily “alert levels” based on expected call conditions such as red flag warnings, drought conditions, predicted storm activity, etc.

Objective 4D	Formalize a research and development doctrine for the Division of Fire.
Timeframe	18 Months
Critical Tasks	<ul style="list-style-type: none"> Create a working group to evaluate new practices and technology related to the delivery of services. Institute a procedure to review and disseminate lessons learned and best practices from internal and external incidents. Develop an effective mechanism for sharing improved tactics, techniques, procedures, and equipment across the Division of Fire.



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Goal 5 Develop an effective and comprehensive training and certification program.

Objective 5A	Develop and implement an online training delivery and documentation system.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> Implement on-line training initiative that includes access to an instructional library of validated courses, allows for the uploading of customized video classes, and testing. Ensure I.S.O. compliant training records storage. Develop and deliver a training program to orient all personnel to the new online training system.

Objective 5B	Develop and implement processes for enhanced officer development.
Timeframe	18 Months
Critical Tasks	<ul style="list-style-type: none"> Implement officer development training programs for prospective lieutenants and captains. Provide officer in-service classes at least annually. Conduct bi-annual realistic command competencies lab / testing for all command officers (Captains and above).

Objective 5C	Develop and implement an enhanced special service / special operations training program.
Timeframe	18 Months
Critical Tasks	<ul style="list-style-type: none"> Deliver a truck school (specifically to include extrication, rope rescue, and aerial operator training).. Deliver a rescue or squad company school (specifically to include advanced RIC, extrication, rope rescue, and hazardous materials). Ensure all specialty teams have adequate number of appropriately trained members on each shift and location. Implement a Hostile Situations Training Program with Henrico Police.

Objective 5D	Develop and implement a system to ensure annual basic competency training.
Timeframe	12 Months (Ongoing Cycle)
Critical Tasks	<ul style="list-style-type: none"> Conduct annual live-fire training for all members. Conduct an annual hazmat operations refresher for all members. Conduct an annual firefighter survival skills refresher.



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Goal 6 Utilize technology efficiently and effectively within the Division of Fire to meet current and future needs.

Objective 6A	Improve integration of technology and business practices.
Timeframe	24 Months
Critical Tasks	<ul style="list-style-type: none"> • Implement electronic tablets as an alternative to the use of a mobile data computer in certain applications. • Implement an enhanced records management system for all administrative records and files. • Develop a tracking solution that will both document progress and facilitate successful outcomes.

Objective 6B	Improve data connectivity at critical facilities.
Timeframe	24 Months
Critical Tasks	<ul style="list-style-type: none"> • Install transient local area network internet service, or acceptable equivalent, at all fire stations to support training, communications, station alerting, etc. • Install station alerting programs in all fire stations. • Enhance wireless connectivity at all fire stations and support facilities.

Objective 6C	Improve planning efforts to ensure that the technology budget, implementation, and support program meet the needs of the Division.
Timeframe	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Create a technology focus group that can help identify areas for improvement and help implement user-focused solutions. • Develop a comprehensive plan that outlines the standard technology package for each station, support team and all staff officers. • Develop a five-year plan, working with County IT, which will be used to guide the Division of Fire's technology program.



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Vision

On the final day of the process, the CPSE presented the Division of Fire a revised vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 19: Henrico County Division of Fire – Vision Statement

The vision of the Henrico County Division of Fire is that, by the year 2018, the department will be widely recognized as one that clearly demonstrates our values of Professionalism, Respect, Integrity, Dedication, and Empathy in the provision of services to the community we serve. Through the pursuit and achievement of our goals, as well as maintaining our internationally accredited status, we will answer our calling by demonstrating continuous improvement and best practices in the delivery of our services.

In honoring the trust placed in us, we will enhance our emergency management and community risk reduction initiatives to ensure a better, safer and prepared community. We will invest in our greatest assets utilizing a comprehensive workforce development process and training program to ensure that all of our members meet their fullest potential to best accomplish our mission.

Our department and communities will be better served by virtue of our greater utilization of technology and its advances. We recognize the importance of stewardship and will foster greater efficiency and effectiveness through the enhancement of data management processes and optimization of our service delivery model.

It is our unified intent to meet or exceed the expectations of our community and to hold one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes reality.



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Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. 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.”³ 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.⁴

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 Division's Continuous Improvement Strategy is achieving results, performance measurement data will be implemented and integrated as part of the process. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of continuous improvement 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.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.



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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 Continuous Improvement Strategy

The Division of Fire has approached its desire to develop and implement a Continuous Improvement Strategy by asking for and receiving input from the community and members of the agency during the development stage of the strategy process. The agency utilized professional guidance and the community-driven continuous improvement strategy process to compile this document. The success of the Division’s Continuous Improvement Strategy will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, 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 continuous improvement strategy 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.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*



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Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Continuous Improvement Strategy, the following terms and acronyms have the meanings set forth below:

Accreditation	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.
Continuous Improvement Strategy	A long-range strategy 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.
COOP	Continuity of Operations Plan
Customer(s)	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.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	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.
EMS	Emergency Medical Services
Input	A performance indication where the value of resources are used to produce an output.
Mission	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.
MVC	Motor Vehicle Collision
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.



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Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
SOG	Standard Operating Guidelines
Stakeholder	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.
Strategic Goal	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 action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Planning	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.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	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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