Virginia Association of Counties

ACHIEVEMENT AWARDS

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2018.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact Gage Harter.

PROGRAM INFORMATION

County: County of Henrico

Program Title: 24-Month Planning Process

Program Category: Organizational Development

CONTACT INFORMATION

Name: Victoria Davis

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Department: County Manager's Office

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Douglas Middleton

Title: Deputy County Manager for Public Safety

Signature:

Program Overview

Competing priorities, limited resources, and parallel program implementations were negatively impacting the Henrico County Division of Fire's ability to efficiently manage the business of the agency. Better organization and coordination of initiatives and projects were necessary to allow the Division to manage regular occurring events and to plan for future ad-hoc endeavors.

In 2017, the Division established a sustainable process for accurately and comprehensively establishing a 24-month plan. The objective of looking at a two-year calendar was to achieve better situational awareness of each section’s and branch's workload. All established, proposed, and planned initiatives and events are documented and visualized. This allows organizational leaders to consider program implementations and policy modifications to allow for effective service delivery to the community. Additionally, the organization uses the process to communicate current, past, and future workload impacts to all levels of personnel.

Problem/Challenge/Situation Faced by Locality

The Division of Fire identified a critical gap in services to the operations, administration, and the community. Due to the progressive nature of Henrico Fire, the organization embarks on frequent program and policy analysis resulting in service model modifications and community risk-matched program development.

The critical gap lies within the unrelenting onslaught of program implementation and event preparation competing with established initiatives and priorities. The effects are operational and administrative workloads nearing capacity and community response programs operating at sub-optimal effectiveness and efficiency.

How Program Fulfilled Awards Criteria

The 24-Month Planning Process allows the Division to be strategic and proactive, as opposed to reactive. By incorporating and outlining all planned initiatives, the Executive Staff can also accommodate time to continue discussions and project evaluations that can advance and improve the service delivery of the Division of Fire. The 24-Month Planning Process also archives the project and program history of the Division. Ultimately, the better coordination of resources and programs enhances the efficiency and effectiveness of the entire organization.

How Program Was Carried Out

Recruitment for vacant executive positions and deployment of hardware to operational staff are two examples of instances for which the process is referenced. Since all major initiatives are recorded and projected, executives can identify the optimal time to recruit for a vacant position. After considering the current and future workloads of our personnel section and their involvement in the promotion process and basic firefighter recruitment, the vacant executive position recruitment effort was delayed more than six months, scheduled to begin in the spring of 2018.

Financing and Staffing

Only personnel time was used in the development, implementation, and sustainability of the program. Existing software resources were used to visualize the plan, and no additional funding was needed.

Program Results

Success is seen almost daily. Administrators consult the initiatives map for an updated representation of organizational workload. Using goals and objectives as a secondary guide, the Division can assess organizational branch workload now and through the next 24 months.

Additionally, a large deployment of hardware to operations had a negative effect on workload because of training and installation time. The 24-month plan was reviewed, and two other initiatives' priorities were modified to accommodate the critical hardware implementation.

Brief Summary

The Division's Planning Section developed and maintains the 24-month Planning Process. With more than 200 elements tied directly to the organization's strategic goals and objectives, the process is robust and effective.

The initial development was daunting. To collect, record, and establish a visual representation of the Division's initiative and impactful events during a 24-month period was difficult at best. For nearly three months, the Planning Section collected timelines and verified information to best represent the overall workload. Once completed however, the visual representation was simple yet impactful. Utilizing a large format printer, the process is represented on a 3'x7' printing hanging in Fire Administration.

During each staff meeting, the process is referenced, and information is collected for bi-weekly updates. Available physically (on the wall) and virtually using SharePoint, the map of initiatives can be referenced easily and frequently.

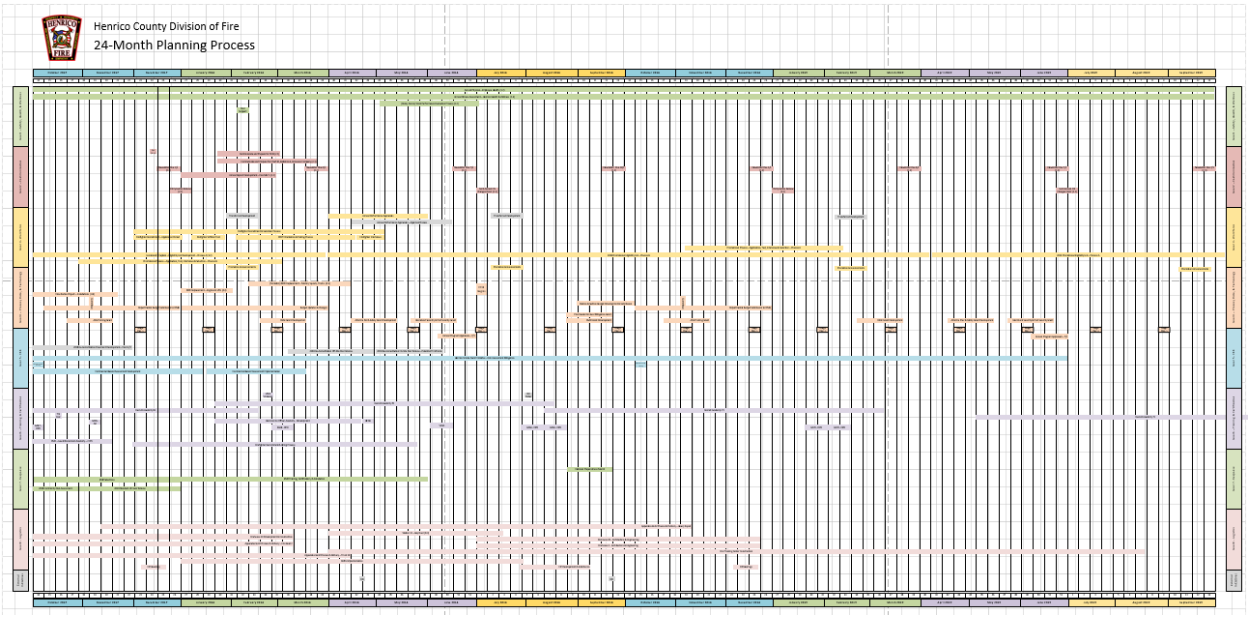
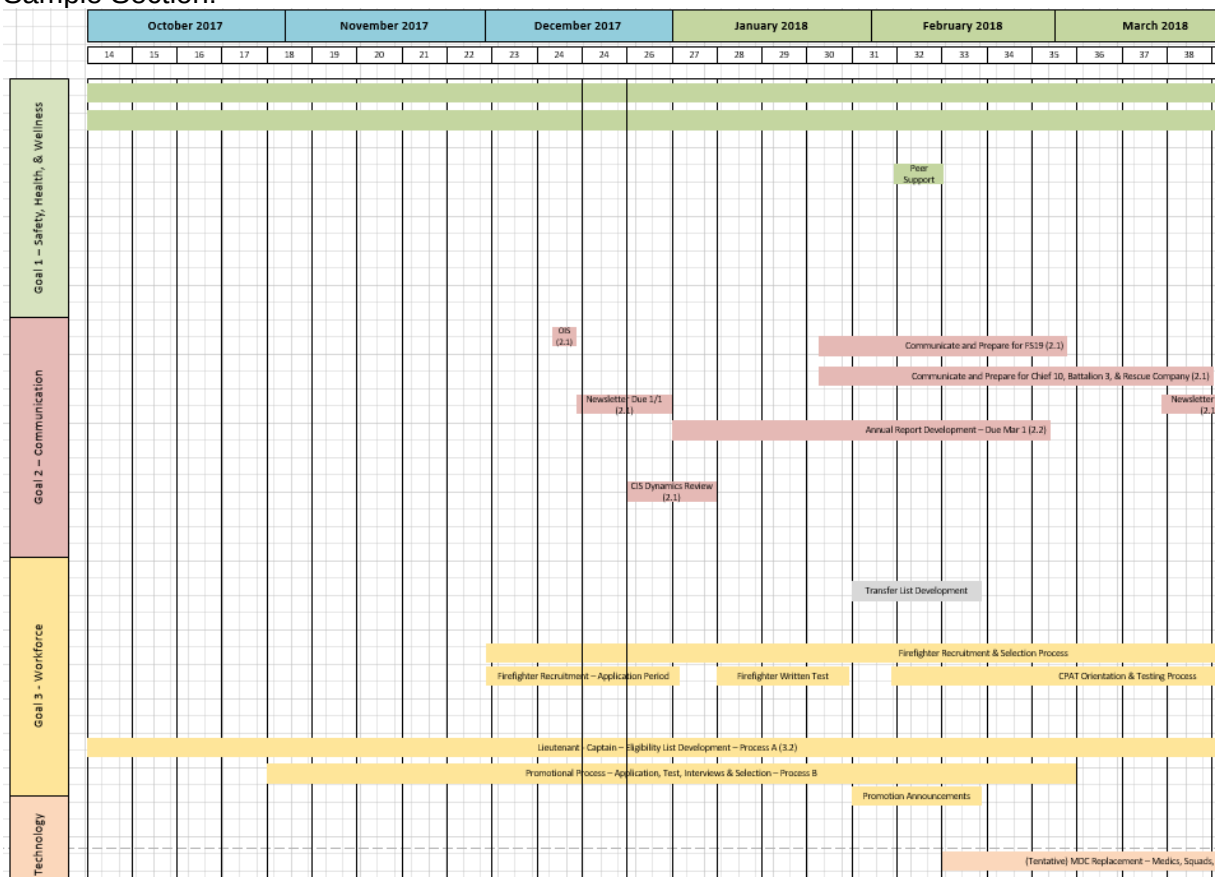
As program managers and organizational executives plan for implementation, modification, and establishment of assignments tied to increased workload, the map is referenced. Visualized as

a giant Gantt chart, leaders can fully understand workloads by week. Initiatives and implementations are often delayed, or priorities are changed to ensure community services are maintained and workloads are considered.

Additionally, each event and initiative is directly tied to an established strategic goal and objective. Tying each element to the community-driven strategic plan allows the agency to ensure the activities embarked upon are consistent and in line with our community's expectations.

24- Month Planning Process

Overview:



Sample Section: