



## 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](#).

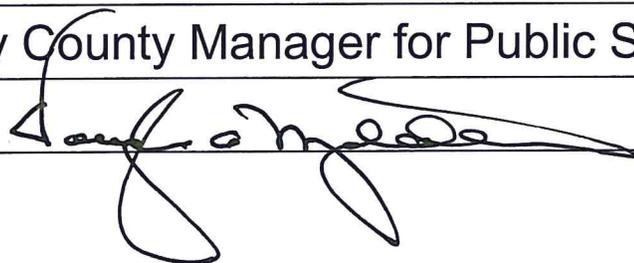
### PROGRAM INFORMATION

County: County of Henrico  
Program Title: 2018-2023 Continuous Improvement Strategy  
Program Category: Organizational Development

### CONTACT INFORMATION

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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**

The Henrico County Division of Fire strives for an environment of continuous improvement and developed the 2018-2023 Continuous Improvement Strategy through a four-phased development process. The results of a comprehensive internal web-survey, a one-day community stakeholder forum, and an agency-partner luncheon were used to guide the workgroups of a three-day internal stakeholder workshop. The internal participants developed goals and objectives to provide for the agency's direction over the coming years.

Additionally, the Division utilizes Annual Program Appraisals to assess the organization's objectives and tie resource needs directly into the annual budget process. Closely linked with the appraisals is the semi-annual review resulting in a strategic realignment in July of each year.

## **Problem/Challenge/Situation Faced by Locality**

In 2008 and 2013, a strategic planning process was initiated ultimately creating a guidance document. In 2013, a third-party contractor was hired to conduct both internal and external feedback sessions to develop the final guidance. Unfortunately, with both previous practices, there was no organization-wide opportunity for feedback, nor was there a robust method for continued feedback from the community. Furthermore, both previous methods produced a static document without flexibility and means for adaptability.

As organizations progress, grow, and adapt to changing environments, it is critical the strategic plan be flexible and adaptable. Between 2008 and 2016, the Division's strategic plan lost effectiveness and efficiency toward being the intended guide for the short-term future. The Division adapted and modified, but the plan remained static and, after some time, became inapplicable for guidance allowing.

The Division recognized the gap in strategic adaptability, repeated community input, and organization-wide feedback. The 2018-2023 Continuous Improvement Strategy addressed each of those gaps.

### **How Program Fulfilled Awards Criteria**

The 2018-2023 Continuous Improvement Strategy is the definition of state and national award worthiness. The Henrico County Division of Fire identified a critical gap in organizational management and developed a sustainable process. The development and implementation provided priority for the Division's personnel and community members to guide the short-term future of service delivery. The innovative practices used were not outlined in a textbook, but rather, matched to the organizational environment and community we serve.

Henrico Fire worked closely with existing resources and developed a sustainable, nearly cost-zero program that resulted in practical implementation. The program was planned and developed in a manner to which efficiency and effectiveness was paramount.

### **How Program Was Carried Out**

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

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

The Division-wide survey was designed to measure a variety of specific topics through both quantitative and qualitative means. To validate results, multiple measurements were used for each topic, and the questions were asked in random order. Open for feedback submission for

fourteen days, the organization's members were, in some cases, provided "out-of-service" time to complete the assessment tool. As a result, more than 75% of the staff completed the anonymous, 95-question, online survey.

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

#### General Demographics:

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

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

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

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

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

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

The participants were chosen by notifying all County Agency Directors and outlining the intent of the conversation. The three-hour luncheon was held on May 17, 2017 at the Fire Administration Conference Room, and attendees represented the following agencies: Henrico County Attorney's Office, Henrico County Public Schools, Facilities & Maintenance, Henrico County Budget Office, Henrico Area Mental Health and Developmental Services, Henrico Geographic Information Systems, Building Officials office, Henrico Sheriff's Office, Departments of Social Services, Human Resources, Public Works, Information Technology and Planning.

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

Lastly, each goal and objective are directly tied to quarterly performance measures. Additionally, the 24-Month Planning Process visually aligns organizational initiatives by the components of the 2018-2023 Continuous Improvement Strategy.

### **Financing and Staffing**

Existing personnel time was used in the development, implementation, and sustainability of the strategic plan. Lunch and refreshments were provided to all workshop participants totaling less than \$900.

### **Program Results**

The program's success is measured by the reflection of the community and the organization's intent for strategic direction. 100 percent of internal stakeholders responded that the final 2018-2023 Continuous Improvement Strategy reflected the group's intentions. Additionally, success is also seen in the organization's willingness to embrace the process and more frequently involve community stakeholders and solicit organization-wide feedback.

Resulting from the process, the Division's membership engagement increased allowing for more effective communication at multiple levels. The Division exhibited processes parallel with best practices, thus allowing for approval from the Commission on Fire Accreditation International. Finally, the organization was able to systematically evaluate and pair workload forecasts and initiatives with strategic goals.

### **Brief Summary**

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

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

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



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## | Mission & Values |



### **Our Mission:**

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

### **Value Statement:**

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

### **Core Values:**

#### **Professionalism**

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

#### **Respect**

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

#### **Integrity**

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

#### **Dedication**

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

#### **Empathy**

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



## | Strategy Overview |

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



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

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

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

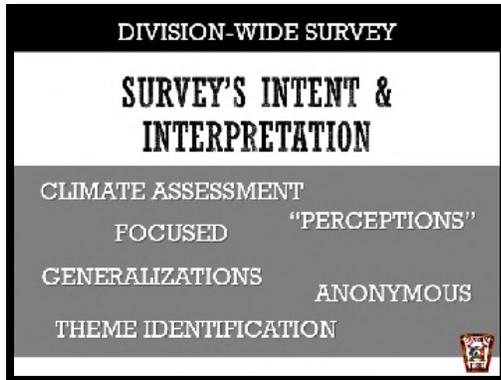
- Division-wide Survey
- Community Stakeholders Workshop
- Agency Partners Luncheon
- Internal Stakeholders Workshop

## | Division-wide Survey |

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

topic and the questions were asked in random order.

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



To analyze the results, each of the topic's measurement tools were examined and compared. In

cases of free-text responses, each response was individually read to identify common, or repetitive themes. The quantitative results and qualitative findings reported below are generalized to organization where possible.

### General Demographics:

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

### Mission & Values

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

## Professional Development

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

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

## Succession Management

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

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

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

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



## Recruitment & Diversity

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

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

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

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

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

## Workplace Support Structure & Morale

Employees consistently feel supported in their decision and are provided with the tools and resources necessary to provide good service. There is a trust among co-workers and supervisors and opinions are valued throughout. More than 9/10 employees are happy with their Henrico Fire career choice and would recommend employment to their family. The staff overwhelmingly takes P.R.I.D.E. in their work and has a high degree in ownership of the Division’s successes and failures.

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

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



### Workplace & Environmental Safety

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

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

### Communication

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

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

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

### Operational Readiness

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

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



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

expertise is important.

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

### Physical Fitness

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

## Accountability

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

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



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

## Moving Forward

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

## | Community Stakeholders Workshop |

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

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



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

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

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

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

### **General Community Expectations:**

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

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

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

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

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

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

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

## | Agency Partners Luncheon |

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

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

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

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

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

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

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

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

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



## | Internal Stakeholders Workshop |

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



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

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

## Workshop Objectives

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



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

## Workshop Content

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

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

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



### Organizational Goal Development

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



## Strategic Goals Defined

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

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

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

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

### **GOAL 3: WORKFORCE**

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

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

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

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

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

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

Develop an effective and comprehensive training and certification program.

### **GOAL 7: RESPONSE**

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

### **GOAL 8: LOGISTICS**

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

## | Strategy's Intentions for Adaptation |

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



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

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

## | Organizational Goals & Objectives |