



FIRE RESCUE

ALBEMARLE COUNTY

UNDERSTANDING OUR VISION

*“Strategies to become the model
volunteer-career fire and emergency
medical services system.”*



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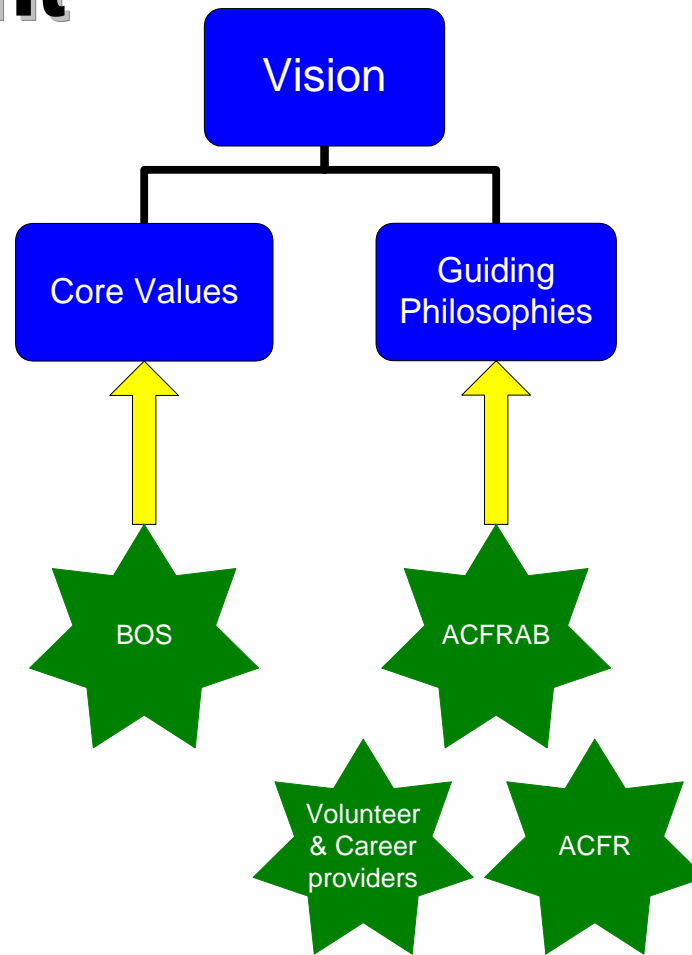
Definitions

- **Mission**
 - “Our Core Purpose”
- **Vision**
 - “The Desired Future”
- **Core Values & Guiding Philosophies**
 - “What We Deem as Important as We Strive to Achieve Our Vision”
- **Strategic Directions**
 - “Target Goals”



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Development





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Mission

"Our Core Purpose"

"We will provide the highest quality services to protect and preserve the lives, property, and environment of our community."



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Vision

"The Desired Future"

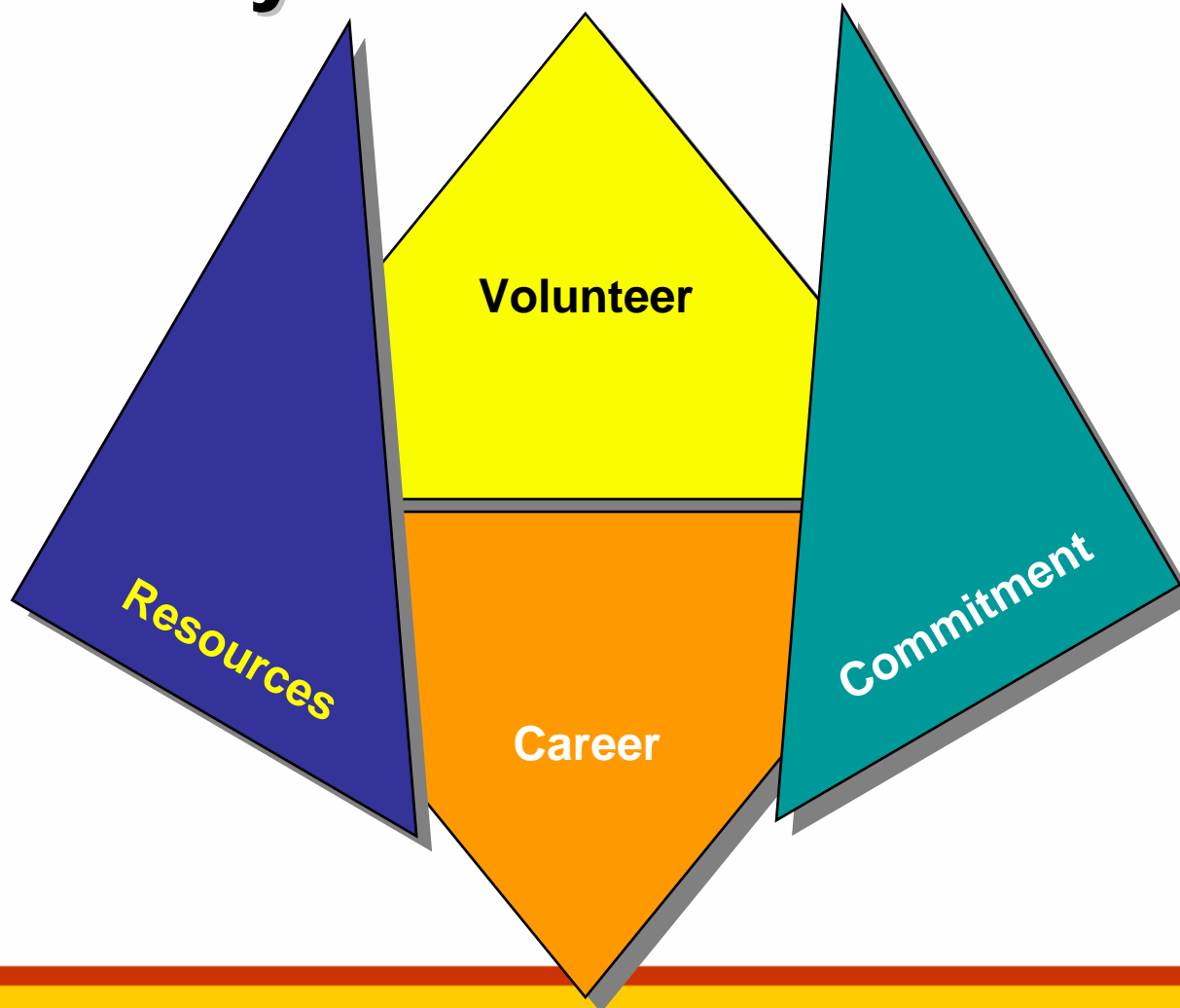
**"Albemarle County will be home to the model
volunteer-career fire and emergency medical
services system."**

What does that look like?
What does that look like?



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The Combo System Tetrahedron





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Core Values

"What We Deem as Important as We Strive to Achieve Our Vision"

- **Integrity**
We believe in honesty and doing the right thing for our customers and always honoring our commitments.
- **Innovation**
We believe in embracing on-going innovation, creativity, and change for achieving continuous improvement and results in our jobs, our organization, and our community.
- **Stewardship**
We believe in our role as stewards of the public trust and responsible management of all the county's human, environmental, and financial resources.
- **Learning**
We believe in ongoing learning and improvement of our community, our personnel, and our organization.



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Guiding Philosophies

"What We Deem as Important as We Strive to Achieve Our Vision"

- It takes the contribution of both volunteer and career providers to make the system work.
- No one individual or organization's needs are more important than the service to our customers.
- We must respect an organization's identity and connection with the community they serve.
- We must balance an organization's need for local autonomy with the systems approach for providing emergency services.



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Strategic Directions

"Target Goals"

1. **Develop a unified combination emergency service system at the operations level.**
2. **Deliver services that are consistent with our customer's expectations.**
3. **Further develop and support our volunteer & career personnel.**
4. **Recruit and retain quality volunteer & career personnel.**





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Tying It All Together





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Project Commitment Analysis

1. Does the project help us accomplish our Mission and move us closer to achieving our Vision?
2. Is this decision supported by our Values and Guiding Philosophies?
3. Can we reallocate resources (funds and staffing) to accomplish this project?
4. At this point in time, are we able to define the team members, project scope, and an estimated length of time to complete the project?



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Develop a Unified Combination System

at the Operations Level

- **Achieve Operational Integration**
 - Create Uniform Operational Guidelines
 - Integrate Scene Management Best Practices (ICS/NIMS, PASS, Sound Strategy and Tactics)
 - Standardize Apparatus, Tools, and Equipment
 - Develop Personnel Standards that Match a Job Task while not Inhibiting a Person's Ability to Volunteer
- **Recognize Local Identity and Autonomy during the Unification Process**



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Deliver Services that are Consistent with Our Customer's Expectations

- **Create a System to Gauge the Ability to Meet Our Standards of Cover**
 - Continue to Improve Our Fire and EMS Reporting System
 - Standardize Key Indicators
- **Develop Strategies to Address Gaps in Service**
 - Develop Focused and Measurable Recruitment Campaigns
 - Seek Non-Traditional and Innovative Solutions to Address Service Needs
- **Reevaluate Our Standards of Cover as the County's Population and Demographics Change**
 - Seek Out Best Practices and Benchmarking
 - Measure and Realign with Board of Supervisors Strategic Directions



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Further Develop and Support Our Volunteer & Career Providers

- **Provide a Modular Training System that is Targeted for a Working Volunteer Provider**
 - Further Expand the Fire Attack Program
 - Target Programs for Entry-Level Support-Type Positions
- **Develop and Deliver an Officer Development Program**
 - Targeted for Existing Volunteer and Career Officers
 - Based on Core Competencies for Each Volunteer & Career Line and Administrative Officers
- **Seek to Fund the Volunteer Station's Basic Operating Costs**
 - Allow Concentration Toward Training and Responding versus Raising Funds to Meet Operational Needs



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Recruit and Retain Quality Volunteer & Career Providers

- **Focus Volunteer Recruitment Efforts at the Station Level**
 - Community-Specific Recruiting
 - Targeted Audience Based on Station's Need
- **Strive Toward a "Cost-Neutral" System for Volunteer Providers**
 - Meal Allowance
 - Training Expenses
 - Volunteer Benefits
- **Create a System that Supports Long-Term Employment**
 - Career Development Paths Based on the Needs of the Individual and the Department
 - Competitive Compensation, Benefits, and Pay-for-Value Systems
 - Job Enrichment



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Let's take 10
minutes!



5 more minutes.

Let's get started!



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System Successes

- **County Funding**
 - Over \$4.5 million Allocated for Apparatus in Five (5) Years
 - Target 100 Percent of Basic Operational Funding for FY 2005-06
 - Allocated Over \$75,000 Annually for PPE Replacement
- **Grants**
 - Replaced All Station's SCBAs (\$380,000+)
 - Wellness/Fitness Program (\$430,000+)
 - AEDs/Defibrillators (\$75,000+)
- **Training/Recruitment**
 - Developed ALS Precepting Partnership with CARS
 - Expanded Station-Level Training Opportunities
 - 888 Students Attending over 23,000 Hours of Training in 2004
 - Over 54 Percent of Students Surveyed Join through R&R Efforts



System Successes

(Continued)

- **Communications**
 - Moved Fire Communications to the ECC
 - Final Stages of Implementing 800 MHz Communications System
- **Prevention/Investigations**
 - Installed over 500 Car Seats in 2004
 - Added Plans Review Position to Aid in the Evaluation of New Developments
 - Several High Profile Fires and Fire Investigations





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Challenges

- **Communications and Understanding**
 - Communicate Needs and Issues
 - Understand Board Policies and Limitations
- **Fear of Change**
 - Affects the Person and Department
 - Spend Time to Understand Impact
- **Patience**
 - Mistakes will Happen
 - In a Collaborative Environment, Progress Takes Longer





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Next Steps



- **Further Develop Our Strategic Plan**
 - Initiative Set Forth by ACFRAB, Chief Huckstep
 - FY 2005-06 Budget Request for Planning Assistance
- **Continue to Seek Ways to Engage Volunteer & Career Personnel**
 - Station Meetings, Training, and Events
 - Workgroups, Teams, Committees
 - Website
- **Celebrate Our Successes**