

Virginia Beach Fire
Department
2006-2016
STRATEGIC PLAN

**FOCUS AREA STRATEGIC GOALS
AND
OPERATIONAL GOALS
FOR FISCAL YEARS 2009 AND 2010**

MISSION STATEMENT

The Virginia Beach Fire Department is a customer service organization partnering with communities, members, citizens and visitors to foster the feeling of safety any place, any time, through planning, mitigation, response and restoration.

VISION

The vision of the Virginia Beach Fire Department is an aligned system comprised of members who are committed to ensuring the destination of “feeling safe, any place, any time.”

VALUES

The values of the Virginia Beach Fire Department are based upon a belief of providing our customers (internal and external) with a better quality of life. Our values center on: Caring, Integrity, Trust and Honesty.

COMMUNITY RELATIONSHIPS AND **SERVICE DELIVERY**

VBFD must have strong ties to the community and must be focused on the services it delivers.

STRATEGIC GOAL STATEMENTS

The department will address specific needs of the community based upon incident analysis to reduce injury, loss of life and property destruction.

The department will assertively seek out, develop and maintain relationships with citizens, businesses, public and private agencies to continually assess customer needs and insure correlation with service delivery programs and the mission of the organization.

The department is tasked with the coordination of emergency management functions of the City and the liaison responsibility with the State on emergency management issues. The department strives to insure the City has a comprehensive emergency management program that addresses the preparation, response, mitigation and recovery planning for natural as well as man-made events.

A Strategic Standards of Response Coverage (SORC) document will be developed and maintained as an annex to the VBFD Strategic Plan. The SORC document will include staffing and service standard goals dedicated to quality service delivery for our customers.

The department will partner with internal and external planning and development organizations to assure life safety service delivery is incorporated into decision making processes impacting community growth and redevelopment.

OPERATIONAL GOAL STATEMENTS

An Operational Plan shall be developed to identify specific measurable steps that will be taken to address service gaps as identified in the SORC document. Short-range plans will include efforts within the current biennial budget. Medium range plans will be addressed in the subsequent biennial budget and long range plans will encompass 5 years and beyond.

The department's Strategic Plan and SORC will be shared with the executive staff of the City and City Council to begin establishment of a shared vision for service delivery and provide a consistent platform for planning.

The department will develop a reporting process specifically addressing the Operational Goals set forth in the Strategic Plan, as well as reporting emergency incident performance to document achievement levels identified in the Standards of Response Coverage document.

Mandated and Specialty programs will have a Scope/Concept of Operations document that includes a training matrix, staffing models and fiscal requirements to ensure ongoing compliance to internal and external expectations.

The department staffing model will include the daily assignment of ALS providers at stations 3 and 10 in support of the Emergency Response System.

The department will develop reporting templates to support incident data requirements of relevant operational goal statements to insure accuracy and consistency for program evaluation and future planning.

Mutual Aid agreements will be reviewed on at least a biennial basis and revised as necessary to reflect the needs of the respective communities and response capabilities and obligations of the participating service agencies.

The department will work with internal and external agencies to plan for anticipated impacts of the Pandemic Flu.

The department will manage the VBCERT, Virginia Beach Community Emergency Response Team, ensuring this volunteer group is coordinated with the City volunteer program, integrated into the emergency operations plan and trained to safely and effectively work within the overall emergency services system of the City in emergency and disaster conditions.

The Life Safety Education office shall develop and implement a new Child Safety Seat Program that addresses certification of department CSS installers.

The department's Life Safety Education Office will create and deliver a new middle school life safety education program to all middle school students in the public school system.

The department's Life Safety Education Office will develop a reporting template of the fire statistics of the community to evaluate the effectiveness of its programs and to identify areas of concern for future programs.

The department's Life Safety Education Office will create, deliver and manage an updated, certified Child Safety Seat Program to be delivered at four stations across the city.

LEADERSHIP

VBFD must focus on continuous improvement of leadership and management practices through the clarification of positions, roles and responsibilities, performance expectations and a dedication to maintaining an organizational culture of excellence.

STRATEGIC GOAL STATEMENTS

Every position within the department will have clearly defined roles and responsibilities that align with the department and City's mission, vision, values and purpose.

The department will be dedicated to developing and maintaining a diverse workforce that reflects the regional community.

The VBFD organizational structure will align with strategic and operational goals.

The department will insure its leadership is trained in emergency management principles and practices to support emergency management goals citywide and within the public safety agencies.

Department processes and programs will continually maximize opportunities to apply performance expectations that align with the organization's vision, values and purpose.

Performance evaluation tools will be based upon clear role expectations as well as organization vision, values and operational philosophy.

A system of policies and guidelines will be maintained to support operational and administrative consistency, safe practices, legal and ethical personnel practices, and compliance with local, state and federal mandates.

Organizational succession planning will embrace a philosophy of lifelong learning, mentorship, proactive training programs, diversity, and organizational as well as individual commitment to excellence.

An organization communications plan will exist to support and enhance the effectiveness of the wide variety of strategic, functional and tactical relationships among department members.

OPERATIONAL GOAL STATEMENTS

The department will address Work Force Planning and Development initiatives established in conjunction with the Department of Human Resources.

The department, in partnership with the Department of Human Resources, will initiate a validation study of hiring practices for the position of firefighter to assure all processes are equitable and objective.

The Emergency Management bureau will coordinate the organization's compliance to the National Incident Management Standards, NIMS, to include the establishment of training standards and compliance with specific NIMS standards among the various agencies and departments.

The department results of the 2008 biannual Member Survey on Quality of Work Life will be reviewed and an action plan developed to continue/enhance those programs or processes generating positive responses as well as identifying actions to be taken to respond to areas needing improvement.

The department will develop a process to evaluate suggestions and initiatives for new programs or enhancements to existing programs to insure correlation with the Strategic Plan and evaluation of appropriate organization capacity to ensure success.

The department will develop and deliver a Battalion Officers Academy to enhance and develop organization mid-managers.

The department will deliver one Service Awards ceremony and one Promotion/Retirement ceremony each year to acknowledge the accomplishments of our members.

The department will develop and deliver an internal members newsletter on a quarterly basis.

INFLUENCE

VBFD must focus on establishing and maintaining influence relationships and marketing strategies in order to have an impact on the local, regional, state and federal levels.

STRATEGIC GOAL STATEMENTS

The department will actively solicit inclusion and maintain active membership on local, regional, state and federal policy making committees, boards and teams that have been identified with having a direct link with the organization's Mission Statement and Strategic Plan.

The department will develop and foster positive links with public information systems to maximize opportunities to market the organization and its services to our internal and external customers.

The department will take advantage of opportunities to celebrate the ideals of the fire service and share its public safety message with the community at large.

The department will continually recognize the political nature of government at all levels and seek to foster relationships that will enhance the department's ability to achieve its strategic initiatives.

Department leadership will partner with other City agency leaders to work toward mutually advantageous solutions to current issues and collaborate on future strategies to maximize outcomes for the community.

OPERATIONAL GOAL STATEMENTS

An annex to the Strategic Plan will be maintained identifying members and their participation in local, regional, state and national organizations to ensure alignment with strategic and operational goals.

The department will develop an information package for the Citizens Advisory Commissions for each precinct that shall be delivered by the on-duty Battalion Chiefs at each quarterly CAC meeting.

The department intra and internet web sites will be upgraded and continually evaluated for effectiveness to communicate to both internal and external customers.

Department leadership will maintain a positive relationship with local IAFF labor representatives by meeting on a regular basis to enhance communications and partnering to move the strategic goals of the organization forward.

An annex to the Strategic Plan will be maintained identifying members and their participation in local, regional, state and national organizations to proactively ensure participant KSA alignment with strategic and operational goals.

RESOURCES

VBFD must strategically acknowledge, identify, plan for and sustain the critical role of human and physical resources in the delivery of internal and external customer services.

STRATEGIC GOAL STATEMENTS

The department will regard its members as the most valuable resource in the organization and develop programs and processes to optimize their safety and health throughout their careers.

The department will ensure information management systems are in place to meet all reporting requirements and serve as an effective strategic management tool to gauge qualitative and quantitative performance of internal and external service delivery programs and processes.

The department will develop, implement and sustain a capital resources plan to ensure the fixed and mobile platforms for service delivery and supporting services defined in the SORC annex meet the needs of both internal and external customers.

The department's Health and Wellness program will ensure process and programs established for members are effective, updated as necessary, and resource needs identified to meet current and future initiatives.

OPERATIONAL GOAL STATEMENTS

The department will dedicate the resources necessary to assure emergency communications systems will meet the needs of the organization and maximize current

and future technology to enhance service delivery and member safety. Projects included are:

The department will coordinate with ComIT and insure system wide replacement of all MDT's in FY09.

The department will evaluate the institutionalizing of Automatic Vehicle Locators for dispatching in FY09.

The department will participate in the development of street-based in-vehicle mapping to enhance response times and service delivery.

The department will integrate into the new Oracle payroll system as well as take advantage of opportunities to take a leading role in the development/procurement of third party software to support the 56-hour workweek employees and associated unique processes.

The department will complete the TeleStaff upgrade and insure all policies and procedures are revised for compatibility.

The department will evaluate, process and implement an adjustment to shift scheduling, harmonize with neighboring departments to foster better working relationships during mutual aid incidents, and improve morale for members of Fire Operations. Associated policies and procedures will be updated to reflect the necessary changes to coincide with a new shift schedule.

The department will support and participate in the evaluation of wireless field-based reporting for Fire Inspectors in FY09/10.

The department will develop a long range plan to assure the continued funding for capital repair and maintenance of all facilities in the FY09/10 CIP.

A Master Plan for the Fire Training Center will be maintained and fiscally supported by the Aid to Localities funding provided by the State.

Priorities for ATL funding during the upcoming biennial budget period will be clarified and communicated to insure maximization of fiscal resources and continuity of vital programs.

A strategic plan for the upgrading of equipment multi-media production shop will be developed and initiated.

A Strategic Plan for the operational use of ATL funding will be developed in support of an annual review of program and department needs.

Support services, such as Administration and Resource Management, will be evaluated to define support needs meet the ongoing programs and processes of the organization.

A comprehensive review of all processes related to volunteer resources will be conducted on a biannual basis to insure the relationship is maintained at its maximum potential.

A long-term replacement strategy will be developed to address the purchasing of capital equipment such as TIC's, SCBA, hose, extrication equipment and ladders. The strategy will be incorporated into the FY09/10 budget process.

A new site for the Chesapeake Beach Fire and Rescue Station will be acquired in FY09.

A site for the replacement of the Thalia Fire Station will be purchased in FY09 and design work will be initiated to support the necessary fire and EMS operational personnel and equipment to be assigned to that facility.

The department will continually assess EMS equipment needs to assure compliance with all regulations as well as current technology.

The department will maximize grant opportunities to improve technology and equipment needed to provide effective customer service and support internal organizational initiatives. Ongoing initiatives will include:

Fire Act grant submission for 12-lead ECG's and a driving simulator.

Regional Hazardous Materials grant for equipment.

UASI funding support for regional WebEOC development and the ORION communications system.

Regional Port Security grant submission to support equipment and training for the Marine program.

