

Strategic Plan



Bernalillo County Fire
Department

2016-
2020

**Bernalillo County Fire Department Strategic Plan
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Jurisdiction and Historical Background

Bernalillo County is the most populous county in the state of New Mexico. It is located in north-central portion of the state. The County seat is the City of Albuquerque, which is located in the middle of the County. The jurisdiction of the Bernalillo County Fire



Department (BCFD) encircles the City of Albuquerque on all sides and encompasses 890 square miles. The Bernalillo County Fire Department serves a population of 118,000. The Rio Grande River runs through the middle of the County and is paralleled by the Sandia Mountains, which divide the County into two halves.

In 1852 Bernalillo County became one of the New Mexico Territory's nine original counties. It later absorbed Santa Ana County in 1876 to grow to the size at which it exists today. In 1906, the Cibola National Forrest was created, a portion of which exists today in the eastern half of Bernalillo County.

Bernalillo County is home to two major interstates including Interstate 25 and Interstate 40 that facilitate commerce around the United States. It is also home to Kirtland Air Force Base located to the southeast of the City of Albuquerque.



Figure 1: Photo from BCFD history file (Barcelona fire district)

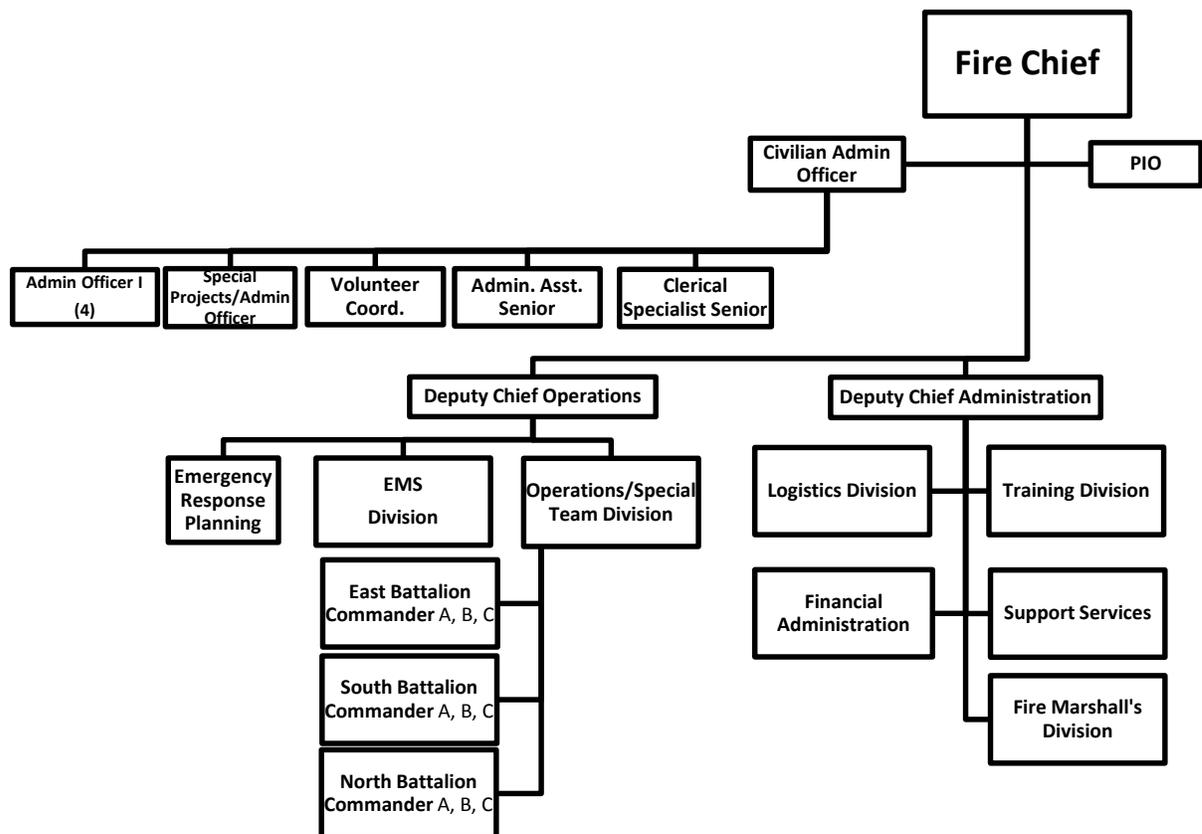
Bernalillo County currently operates as a commission-manager style of government. This consists of an appointed manager and five county commissioners representing their respective districts. These two components of the government work in collaboration to provide services to the residents and visitors of Bernalillo County.

BCFD was established on September 15, 1958, as single station, rural fire district. It has grown from a single station, volunteer department to a fully paid, twelve-district department that staffs an average of five to seven paid personnel per station, twenty-four hours a day, seven days a week. The shifts consist of 24 hours on duty and 48 hours off.

The positions rank from Firefighter to Fire Chief. BCFD has a state of the art equipment fleet and provides consistent, high-quality response to the emergencies of Bernalillo County residents and its visitors.

BCFD is staffed with 234 career firefighters who operate out of 12 fire stations in three distinct regions of the County. The Department is supported by 12 civilian employees. BCFD has the jurisdictional responsibility to respond to emergencies in the unincorporated areas of Bernalillo County, to provide fire suppression, emergency medical aid, hazardous materials response, rope rescue, and vehicle extrication rescue. These services are delivered 24 hours a day, 7 days a week, by highly trained professionals who make the lives and property of the citizens of Bernalillo County their top priority.

Fire Department Organizational Chart



Definition of a Community-Driven Strategic Plan

With increased pressure to provide more effective and efficient services to the public, fire departments nationwide must compete for limited resources. The demands of the public on the Bernalillo County Fire Department have increased over recent years. The Department strives to maintain a safe, healthy, and economically viable community while competing for limited budgetary resources with other necessary public services within the County. In order to meet the demands of the public, the Department leadership is tasked with establishing goals, objectives, and measurements for success. It is necessary for the Bernalillo County Fire Department to establish the priorities of its customers if these goals, objectives, and measurements are to meet the demands of Bernalillo County citizens.

In an effort to establish the needs of the community, BCFD chose to utilize the Community-Driven Strategic Planning process. This process involved bringing the community together for meetings aimed at establishing their service priorities and identifying the expectations they have of their fire department.

What is the definition of Strategic Planning?

A strategic plan is a management tool that aims to do the following:

1. Determine the present state of the organization.
2. Identify what is important.
3. Determine what must be achieved.
4. Determine who is accountable for those achievements.
5. Continuously review progress.

“BCFD is engaged in the community.”

-External Stakeholder Comment

Strategic plans are well known in the business sector and are becoming increasingly popular in the government sector. Many governmental institutions use these plans to help determine what the public expects as well as to help justify the services provided.

This process is continuous and does not end with the publishing and acceptance of the plan by the governing body. The strategic plan should help create forward momentum for the organization while ensuring that services delivered are the right ones for the organization and the community.

Some advantages of using a strategic planning process include:

- Engages the community in service delivery
- Sets goals and direction of organization

- Establishes priorities
- Ensures effective and efficient use of resources

Strategic planning involves “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 measured.”¹

In 1997, a United States Federal Benchmarking Study Team² further defined the components of the above definition of strategic planning as:

- **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 (e.g., a strategic plan);
- **guiding members** identifies not only senior corporate and business unit executives, but 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 measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

At the Bernalillo County Fire Department, the strategic planning process will unite the leadership with common goals and help the organization better communicate its abilities to the community. The strategic planning process will also help communicate the goals of the organization to all of the internal stakeholders and employees. This is important

¹ Goodstein, L. D., Nolan, T. N., & Pfeiffer, W. J. (1993). Applied Strategic Planning, An Introduction.

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

because it unites the organization with a common purpose and identifies the roles of each member.

BCFD aims to be a “customer-driven” organization, which 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.”³

Again, the US Federal Consortium Benchmarking Study will be used to further define the components of the above description:

- **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.

³ Federal Benchmarking Consortium. (1997). Serving the American Public: Best Practices in Customer-Driven Strategic Planning. Federal Benchmarking Consortium.

Community-Driven Strategic Planning Process Outline

The strategic planning process at BCFD includes a comprehensive look at what the external and internal stakeholders would like to see from their fire department. To ensure the success of the process, an outline was developed after reviewing strategic plans from organizations like BCFD. The outline below serves as the roadmap for completion of the Community-Driven Strategic Plan.

The specific steps of the strategic planning process include:

1. Define the services provided to the community.
2. Establish the community's service 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 and Vision Statement, giving careful attention to the services and programs currently provided, and those which 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 and service gaps.
13. Determine strategic goals for organizational improvement.
14. Establish realistic objectives for each goal.
15. Identify implementation tasks for each objective.
16. Determine the Vision of the future.
17. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Bernalillo County Fire Department would like to recognize the Department’s external and internal stakeholders for their participation in the important process of developing a Community-Driven Strategic Plan. The Department would also like to recognize Fire Chief Celaya for his leadership and commitment to the process.

“This was a positive experience for the community.”

-External Stakeholder Comment

The development of the Community-Driven Strategic Plan took place in the second half of 2015 and into early 2016. It involved the Department hosting two external stakeholder



Figure 2: Picture of External Stakeholder Planning Session. Photo by L. Gallegos

meetings in October of 2015 to establish the service priorities and needs of the citizens of Bernalillo County. The Department hosted one meeting on October 27, 2015 at BCFD Headquarters in the North Valley and another on October 29, 2015 at the Mountain View Community Center in the South Valley. A total of 185 agencies or businesses were invited to the meetings. The invitees included

area partners from local hospitals and businesses as well as neighborhood associations from around the unincorporated area of Bernalillo County.

The Bernalillo County Fire Department would like to express its gratitude to those who participated in the meetings which helped shape the Community-Driven Strategic Plan. Those present at the meetings were as follows:

Table 1: Bernalillo County Fire Department External Stakeholder Group

Regina Romero	John Betak	Steve Colosimo	Pat Huglic	Steve Wentworth
Linda Leitner	George Leitner	Mike Beck	Tina Tomlin	Margarita Chavez
Steven Abeyta	Jerry W. Donalson	Natasha Romero	Joe Romero	Jennifer Owen-White
Richard Moore	Tom Swisstack	Misha Goodman	Craig Sparks	Kelly Bradford
Seth Muller	Victor Padilla	Patrick S. Leon	John Garcia	Arthur J. Martinez
Casey Davis	Esther Abeyta	Kurt Krumperman		

External Stakeholder Findings

As part of the strategic planning process, BCFD identified eight core services that it currently provides to the public including: Fire Suppression, Emergency Medical Services, Hazardous Materials Response, Fire Prevention, Rescue, Domestic Preparedness, Fire Investigation, and Public Fire/Life Safety Education. These services are found in most fire departments in the United States, and generally establish the core mission of the Department.

Customer Priorities

The eight core services are the foundation for the subsequent steps of the strategic planning process. In one portion of the external stakeholder meetings, they were asked to prioritize the eight core services based upon what the community needs. The results of the service priority survey are detailed below:

Table 2: Customer Service Priorities for BCFD According to External Stakeholders

Services	Ranking	Score
Emergency Medical Services	1	161
Rescue	2	143
Fire Suppression	3	137
Hazardous Materials Response	4	128
Fire Prevention	5	74
Domestic Preparedness	6	73
Public Fire/EMS Safety Education	7	50
Fire Investigation	8	42

Customer Expectations

The external stakeholders were asked to articulate their expectations of their fire department in the next exercise during the meetings. The expectations of the external stakeholders are important to BCFD as they develop a picture of the needs of the community. These needs should be addressed in subsequent areas of the strategic plan if the plan is to meet its goal of being “community-driven”. The following is a list of the expectations of the external stakeholder group:

Table 3: External Stakeholder Expectations of BCFD (No particular order)
1. Fire Suppression.
2. Emergency Medical Services.
3. Rescue.
4. Education.
5. Other Services.
6. Response – both fire & rescue.
7. Respect for individuals & community.
8. Robust electronic media communication/website for availability of information and documents.
9. Proactive assessment of risk.
10. Communication – community outreach – education.
11. Emergency Response- whether to fire/medical/rescue – includes securing the scene.
12. Hazardous materials response.
13. Prevention preparedness.
14. Investigations
15. Community awareness/Intervention (i.e. alarms & detectors)
16. Emergency medical services due to the many elderly who live in our community.
17. Public fire & EMS education for the same reason (above); to be informed of our community needs.
18. Fire Suppression; mainly concerned for the access available for service as our roads are narrow, have confusing street names, unpaved.
19. Domestic Preparedness. Have been incidents that created confusion in our community. We need to be better informed to prepare for such circumstances.
20. Wildland Fire.
21. Training.
22. Emergency Preparedness.
23. Quick response to emergency situations.
24. Education of public on risk.
25. Assessment of potential risk environments, e.g. fire prevention.
26. Planning in Sandia Foothills.
27. Review of business practices that impact risk levels.
28. Concise and accurate communication to and from emergency services.
29. Ability to respond to locations <u>not</u> serviced by address or street direction.
30. Professional and expert assistance in all emergency situations.
31. High participation in community projects and associations.
32. Positive relationship between Fire and Communications.
33. Stronger EMS services & site visits to frequent callers.
34. More presentations to community organizations on EMS/Wildfires.

35. Fire Prevention – best practices – community school presentations.
36. Training in CIT/Communication Skills.
37. Staff-Supporting staff/resources to create positive environment for department.
38. Well-trained, knowledgeable staff.
39. Disaster response.
40. Show up when we call, hopefully right away.
41. Help us with our emergencies when you arrive.
42. Treat our loved ones with utmost care and respect.
43. When giving us directions over the phone, don't blame us because we cannot follow directions.
44. When you show up and you cannot prevent the house from burning down, have empathy for us.
45. Provide care/prepare a community member for transport to a hospital.
46. Fire department has the tools they need to do their job.
47. Fire department is the best one in the state.
48. Money to make it the best.
49. Great people.
50. Good leadership.
51. Workers are treated well.
52. Work with community.
53. Pro-active with hazardous materials.
54. Education and well-trained.
55. Consistent clear communication with facility staff to ensure proper continuation of care.
56. We expect to maintain a continued professional relationship for safety & prevention purposes.
57. We would expect help with removing our disabled patients.
58. We expect to be educated on the fire plan.
59. We expect to have regular visits to ensure we are in compliance with regulations to avoid a disaster.
60. We expect to have a professional relationship with Bernalillo County Fire Department.
61. Meet with neighbors.
62. Be available and invested in addressing specific community needs.
63. Be respectful of community culture & issues.
64. Communicate work & priorities to community members & groups.
65. Partner with community groups, agencies and non-profits.
66. Make education & community outreach a priority.
67. Provide fire & EMS services to our community.
68. To provide the best personnel/training for response to needs.
69. To educate the public on fire safety.
70. To educate our kids.
71. The continued interagency meetings/gatherings to foster better relationships.
72. The continued participation in trainings and exercises with surrounding jurisdictions.
73. The ability to share resources as needed in large & small events.
74. The continued coordination & collaboration at planned events (teamwork).
75. Emergency response, fire & EMS when called upon, mutual aid.
76. Training as it relates to outside agencies.
77. Communications as it relates to outside agencies (on scene comms).
78. To do some cross-training with tribal jurisdictions that neighbor BCFD or the organizations that BCFD has mutual aid with.
79. Involvement with the community.
80. Rope rescue.
81. Rapid/timely emergency response by the closest unit.
82. Rapid process of 911 system and dispatch.

83. Continued interagency training/communication.
84. Coordinated efforts in community involvement/education.
85. Coordinated fire prevention/investigation efforts.
86. Continuity of service. My family lives in the County and I want to feel confident that EMS/fire service is on par with local standards.
87. Professional personnel.
88. Capable equipment.

Customer Concerns

The concerns of the external stakeholder group are equally important as the expectations they have of their fire department. Any “community-driven” strategic plan must understand the concerns of the members of the community in order for the plan to address weaknesses in the system. Below are the concerns stated by the external stakeholders in the meetings:

1. Understanding building inspection expectations.
2. Consistency of inspections.
3. More proactive communication outreach and information dissemination.
4. Response times to arrive on scene from initial call.
5. How response time can be minimized.
6. How poor roads adversely affect emergency services.
7. What are the fire department expectations of our church?
8. Checklist for businesses to follow related to inspections.
9. Mutual aid and joint operations with Valencia, Tarrant, and Sandoval Counties (How often is it tested or drilled).
10. It seems operational relations between AFD & BCFD are the best they have ever been. I hope this is sustainable and can be enhanced.
11. Multi-jurisdictional cooperation.
12. Communication with all government agencies.
13. We have had slow response to requests to address risky business practices.
14. Difficult access to areas not serviced by paved streets and addresses.
15. Bi-lingual access to communication with emergency operations.
16. Identifying the location of dangerous compounds and chemicals in the industrial districts and neighborhoods.
17. Any challenge that prevents an open/positive communication and relationship between field operations and dispatch.
18. That personnel are well-trained.
19. That equipment is up to date and working.
20. You do not have enough staff and equipment.
21. When the bosque starts on fire there is not enough aerial support (helicopters) to make a difference.
22. Political squabbles between departments.
23. Department does not have the funding needed to do their job and purchase equipment.
24. Could the fire department handle a HazMat chemical spill from a train derailing?
25. That you have a good response from the County to support your work.
26. That you have good pay.
27. Want the fire department to be more understanding when working with farmers and allowing agricultural burns with careful supervision.
28. Want the fire department to answer weed problems and fire hazards on private property.
29. Private ambulance companies often have issues with their units.
30. Properly/fully-functional vehicles should be deployed. How frequently are they serviced?
31. Is BCFD capable of transporting multiple handicap individuals? 30-40 residents.
32. Occasionally transport/non-emergency medics do not provide medical records from hospital stays. This can hinder care and may result in refusal to re-admit a patient.

33. Concerns about evacuating our facility if we were to have a fire emergency (50 bed facility/assisted living)
34. We need to address evacuation plans for the Mountain View Neighborhood.
35. We need more investigation and enforcement on chemical storage in Mountain View.
36. Budgets
37. Manpower
38. Equipment
39. New management trying to please the commission/manager and not being able to continue fostering well-established relationships.
40. Other department's inability to commit and not participate/play as needed to keep it "fair" eventually the hand reaching out to support will no longer reach out to those departments.
41. The department being too much "fire" or "EMS" and hindering its other abilities.
42. Abilities to interact with outside agencies, i.e. ICS, or tribal jurisdictions.
43. Understanding of neighboring agencies jurisdictions, response areas etc.
44. Communications between departments.
45. Need to work closer with mutual aid stakeholders.
46. Discuss direction of both department and community.
47. Non-unified "911" fire/EMS dispatch center.
48. Standard crew size.

Positive Feedback

In order to ensure the strengths of BCFD are supported by the strategic planning process, the external stakeholder group was asked to identify the strengths of the organization. They were asked to articulate any positive feedback about the organization they may have. The following were their responses:

Table 5: Positive feedback/strengths of BCFD as reported by customers (no particular order)
1. BCFD is always positive and willing to work with others.
2. Engaged in the community.
3. Very professional.
4. Very friendly.
5. You show up when we call.
6. You do your best to help us.
7. I know people that have lived during a tragedy because of your Department's help.
8. The local fire departments provide excellent services to the communities they serve. Thank you for your work and service.
9. Fire department has been great.
10. Response has been good.
11. I have called for questions and response has been good.
12. As representative to the Pajarito Neighborhood Association we are extremely pleased with Bernalillo County Fire Department.
13. Completely agree with your mission statement.
14. Always professional.
15. Helping the disabled people.
16. The help we get when we need it.
17. Always helping the neighbors.
18. Thank you for collaborating on community outreach events.
19. Thanks for asking and listening.
20. This was a positive experience for the community.
21. Professionalism of staff and firefighters.
22. Commitment and dedication to profession.
23. Willingness and proactive communication.
24. Appreciate the annual inspections and raising awareness of potential dangers in the workplace.
25. The idea of the presentation was good. I like the idea of making contact with the public to plan services.
26. Everyone was friendly and helpful.
27. Open and available.
28. Willing to partner and collaborate.
29. Friendly and professional.
30. Training-Education-CPR.
31. Code enforcement.
32. Low Insurance Service Organization rating.
33. Have not needed, but when we have had false alarms they have always responded quickly.
34. Good Neighbor.
35. Helpful when asked to participate at our business.
36. On the occasion when an emergency has arisen in our area, there has been rapid response.

37. Every encounter with personnel has been very impressive with professional actions and demeanors.
38. Very efficient disposition of resources throughout the County.
39. Very good relationship between fire department members and citizens.
40. Openness/Honesty.
41. Willingness to work together.
42. Moving staff through professional development.
43. Advanced Training.
44. Working on 24 hour coverage.
45. Always friendly & willing to go the extra mile & help others out.
46. Taking time needed to ensure all are trained and if not helping others get to same level.
47. Ensuring that different patches don't mean it's a different family, all in this together.
48. Proactive - this meeting is a good example.
49. Including or attempting to include tribal organizations to participate (this meeting).
50. Rural firefighting tactics appear strong.
51. Willing to respond mutual/automatic aid without hesitation.
52. Positive folks working for department.
53. Great equipment.
54. Training is great.
55. Good partner with other departments.
56. We work well together.

General Comments

At the conclusion of the external stakeholder meetings, the stakeholders were given the opportunity to provide BCFD with any general comments they felt were relevant to the strategic planning process. Below are the general comments provided by the external stakeholders:

Table 6: External Stakeholder Comments about the Bernalillo County Fire Department	
•	Where can I find the checklist needed for an inspection?
•	Why will the Department not come to preschools when fire prevention and safety is a big component of preschool curriculum?
•	South Valley assessment of hazards (chemicals, fire, etc.); railroad events both chemical and fire.
•	Development of an evacuation plan around assessment outcome.
•	Emergency notification plan for residents.
•	I believe operational drilling is needed more often between all the agencies in Central New Mexico.
•	Environmental concerns with city and state.
•	Better communication with neighborhoods and groups.
•	I would like more notification when there is involvement with the community center.
•	I would like to know if our local department has any needs.
•	The Pajarito Mesa has a considerable number of families in mobile homes and self-made dwellings on unpaved roads with no addresses. Landmarks are few and no real organization of lot lines and streets. This makes finding an emergency location (or any location) very difficult.
•	Should have plans to deal with chemical companies on 2 nd street whenever there is a leak.
•	Should have plans to deal with railroad off-loading of petro-chemicals.
•	Do some code enforcement on businesses with multiple fires.
•	Please coordinate with Fish & Wildlife Service on fire suppression, education & outreach, as well as evacuation plans for Mountain View.
•	I really believe that the department needs to work closer with its community members and stakeholders.
•	EMS service to my family has been really good.

Mission, Vision and Values of the Organization

The next component of the community-driven strategic plan involved BCFD taking an introspective look at the mission, vision and values of the organization. To complete this task, the Department turned to its internal stakeholders in an effort to evaluate the effectiveness of the current mission, vision, and values statements and make revisions to them as necessary. These components will become the foundation of the Bernalillo County Fire Department for years to come.

Internal Stakeholders

To help establish where the Department currently stands in the areas of its mission, vision, and values, the Department chose to conduct a survey of its internal stakeholders. A convenience sample was used with an online survey in an effort to reach as much of the current uniform and civilian staff as possible. On November 24, 2015, the survey was sent to the Department electronically with a deadline for completion of December 4, 2015. The survey was sent to all 234 uniformed members and the 12 civilian staff employed by the Department. The survey consisted of nine questions designed to gain a better understanding for the attitude of the internal stakeholders as it relates to the mission, vision, and values of the organization.

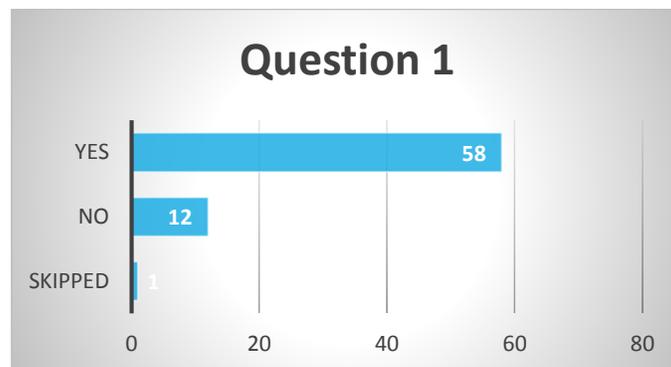
71 individual responses were recorded for a response rate of 28.8% for this survey. The responses are recorded below and are separated into the three functional areas of mission, vision, and values. The last question in each section (questions 3, 6, and 9) were coded for themes and the top five results are reported with a count of the number of times the phrase was found in the responses.

Mission Statement

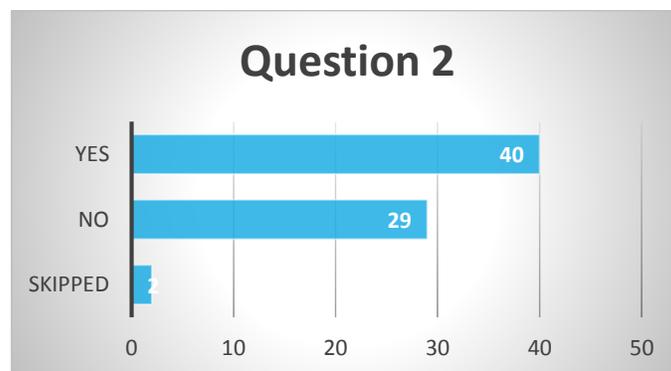
Question 1: DEFINITION OF MISSION STATEMENT: A written declaration of an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) clearly state who we are and why we exist, (2) clearly state which customers will be served and how, and (3) communicate a sense of intended direction to the entire organization.

BERNALILLO COUNTY FIRE DEPARTMENT MISSION STATEMENT: "It is the mission of the Bernalillo County Fire Department to preserve and protect lives and property from the adverse effects of fires or exposure to dangerous conditions, to provide a high level of quality care for medical emergencies, and to protect our citizens through proactive education, prevention, and response."

Does the current BCFD Mission Statement match the above definition of an appropriate mission statement?



Question 2: Does the current Mission Statement match how BCFD operates?



Question 3: If you answered "no" to the question above, please offer suggestions for what we should change to make the Mission Statement match the current environment at BCFD.

This question had a free-text field that allowed the respondent to answer with whatever he or she believed was most important. The responses were then coded by theme and the top five are reported below in an effort to establish the highest priorities of the membership.

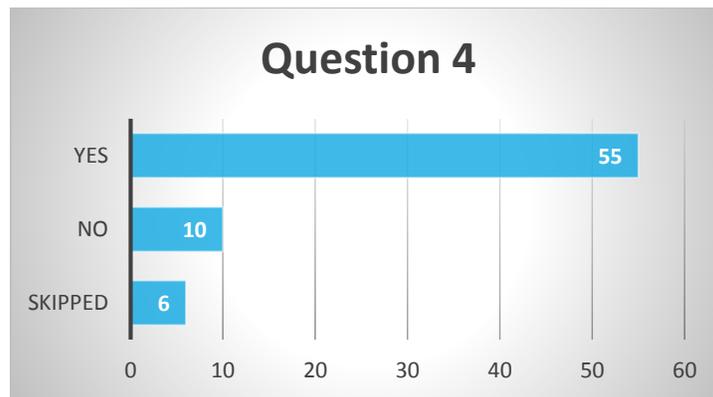
Phrase	Count
We do not do proactive education	15
We do very little prevention	14
Mission statement needs to be simplified	3
We should be doing pre-plans	3
Field crews should do public relations	2

Vision Statement

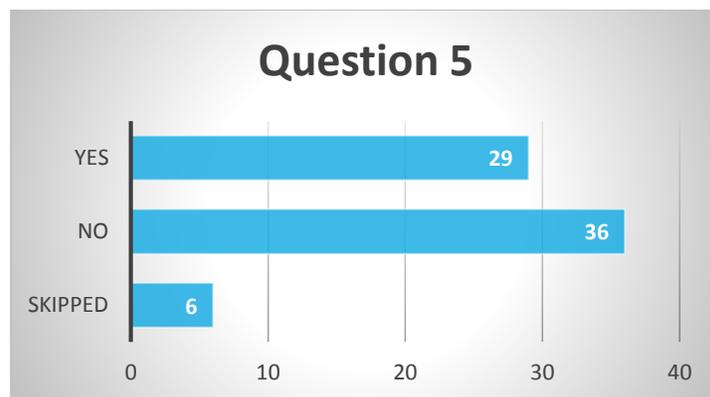
Question 4: VISION STATEMENT DEFINITION: An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

BCFD VISION STATEMENT: The Bernalillo County Fire Department will maintain a highly motivated team who will work to improve our partnership with the community by: Utilizing highly skilled members who are enabled, motivated and dedicated; Valuing the principles of positive attitudes, compassion, cooperation and integrity; Promoting prevention through education, enforcement and engineering; Maintaining quality of life through assessment, identification and mitigation of hazards; Utilizing state of the art equipment and techniques; Enabling us to exceed all recognized standards.

Does the BCFD Vision Statement meet the definition provided above?



Question 5: Does the current BCFD Vision Statement match the current operations of the Department?



Question 6: If you answered "no" to the question above, please offer suggestions for what we should change to make the Vision Statement match the current environment at BCFD.

This question had a free-text field that allowed the respondent to answer with whatever he or she believed was most important. The responses were then coded by theme and the top five are reported below in an effort to establish the highest priorities of the membership.

Table 8: Theme coded answers to Question 6	
Phrase	Count
Some equipment is outdated (Cardiac Monitors, Extrication Equip., MDT's, Radios)	15
Training and education for our personnel should be a higher priority	6
Prioritize public education	6
Leadership often does not set a good example of following the vision statement	4
Standards change constantly and need to be settled upon	4

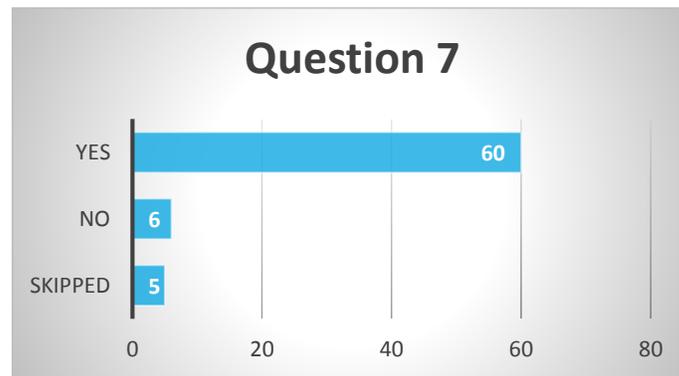
Value Statement

Question 7: DEFINITION OF VALUE STATEMENT: A declaration that informs the customers and staff of an organization about its top priorities and what its core beliefs are. Organizations often use a value statement to help them identify with and connect to targeted consumers, as well as to remind employees about its priorities and goals.

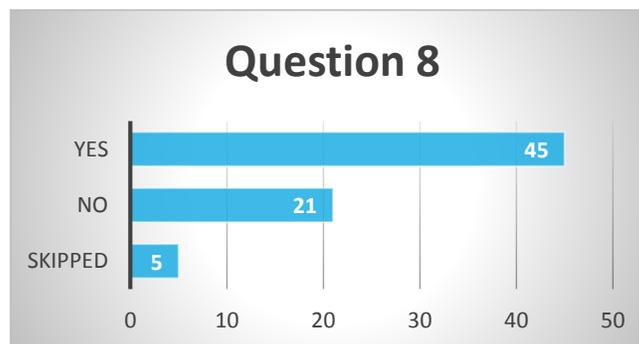
BERNALILLO COUNTY FIRE DEPARTMENT VALUE STATEMENT: The men and women of the Bernalillo County Fire Department covet the public and each other's trust and endeavor to maintain it through VALOR, EXCELLENCE and SELFLESSNESS.

- VALOR – Courageously encountering adversity, accepting responsibility of one's actions, and providing respectful and obedient conduct due the public and our peers.
- EXCELLENCE – We strive for constant improvement, pushing ourselves and each other to be better and smarter so that we can provide the best service to the community and our peers.
- SELFLESSNESS – Delivering service without recklessness, we put the consideration of others above and before ourselves.

Does the current BCFD Value Statement meet the definition of a value statement above?



Question 8: Does the current Value Statement match how BCFD operates?



Question 9: If you answered "no" to the question above, please offer suggestions for what we should change to make the Value Statement match the current environment at BCFD.

Table 8: Theme coded answers to Question 9

Phrase	Count
Culture at BCFD does not match Values Statement	4
Administration does not always display these values	3
Division Chiefs do not operate with Valor, Excellence and Selflessness	2
Personal accountability should be removed or demonstrated	2
We need to encourage education	2

Revised Mission, Vision and Values of the Organization

When the information on the previous pages was compiled with the external stakeholder comments, a strategic planning workgroup was called with all of the Chief Officers of the Department to revise the Mission, Vision, and Values of the Bernalillo County Fire Department. Care was taken to ensure that the culture of the Department was maintained while providing clear, guiding statements for the forward growth of the organization. The following statements were developed in the planning session on April 1, 2016:



Figure 3: Internal Strategic Planning Workgroup Picture by Z. Lardy

Revised Mission Statement

To protect lives and property with dedicated people providing exceptional service to our community's diverse needs.

Revised Vision Statement

A community safe from and prepared for the adverse effects of all-hazards, fires and medical emergencies.

Revised Organizational Values

The Bernalillo County Fire Department values the public and each other's trust. We endeavor to maintain it through PROFESSIONALISM, EXCELLENCE, and VALOR.

- **PROFESSIONALISM** – Skills, good judgement, and polite behavior that is expected from a person who is trained to do a job well.
- **EXCELLENCE** – We strive for constant improvement, pushing ourselves and each other to be better and smarter so that we can provide the best service to the community and our peers.
- **VALOR** – Courageously encountering adversity, accepting responsibility of one's actions, and providing respectful and obedient conduct due the public and our peers.

Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis

A Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis consists of an introspective look at the organization by members of that organization. The purpose of the S.W.O.T. analysis is to identify areas of strength as well as opportunities for improvement and growth within the organization. BCFD chose to utilize a survey much like the one in the previous section to conduct a thorough S.W.O.T. analysis of the Department. On February 8, 2016, the survey was sent to the Department electronically with a deadline for completion of March 11, 2016. The survey was sent to all 234 uniformed members and the 12 civilian staff employed by the Department. 60 individual responses were recorded for a response rate of 24.4% for this survey.

The S.W.O.T. survey consisted of questions related to the strengths, weaknesses, opportunities and threats. The end of the S.W.O.T. survey included two additional questions which addressed critical issues and service gaps within the organization. Each question that was asked in this survey was followed by a free-text answer space where the respondent could say what he or she felt was most appropriate in his or her own words. At the end of the survey, the data gathered were analyzed in search of the most prevalent problems that the organization should address.

In an effort to narrow the results and identify the greatest opportunities within the Department, the answers were coded by theme. Below are the top five results in each category for the Strengths, Weaknesses, Opportunities and Threats. Each common phrase is followed by a number indicating the number of respondents who replied with that particular type of comment when asked about the respective questions.

Strengths

To identify the strengths of the organization, the following question was asked in the survey: **Please list the INTERNAL strengths of the Bernalillo County Fire Department. These are human resources, physical resources, financial resources, activities and processes as well as past experiences that contribute to the success of the organization.**

Below are the top five theme coded answers:

Table 9: Theme coded answers to Strengths question	
Phrase	Count
The Department has motivated, competent and well-trained personnel.	41
Apparatus and equipment.	11
Training events/activities.	7
Physical fitness program.	5
We have operating and functional fire stations.	5

Weaknesses

To identify the weaknesses of the organization, the following question was asked in the survey: **Please list the INTERNAL weaknesses of the Bernalillo County Fire Department. These are human resources, physical resources, financial resources, activities and processes as well as past experiences that inhibit the success of the organization.**

Below are the top five theme coded answers:

Table 10: Theme coded answers to Weaknesses question	
Phrase	Count
Communication.	17
Some division and chief officers not working well with others and wasting resources.	12
Lack of proper funding.	7
Poor morale leading to bad attitudes and unnecessary stress in house.	6
Public Information Officer.	6

Opportunities

To identify the opportunities for the organization, the following question was asked in the survey: **Please list the EXTERNAL opportunities of the Bernalillo County Fire Department. This includes forces and facts that the Department does not control like future trends, the economy, funding sources, demographics, the physical environment, legislation and local or national events that impact the success of the organization.**

Below are the top five theme coded answers:

Table 11: Theme coded answers to Opportunities question	
Phrase	Count
Greater use of public information for benefit of the Department including social media.	17
Financial growth (1/4 cent tax).	11
Grants for equipment and staffing.	9
Growth because of development and population increases.	5
Collaborative training and cooperation with other agencies.	5

Threats

To identify the threats to the organization, the following question was asked in the survey: **Please list the EXTERNAL threats to the Bernalillo County Fire Department. This includes forces and that the Department does not control like future trends, the economy, funding sources, demographics, the physical environment, legislation and local or national events that have the potential to adversely impact the organization.**

Below are the top five theme coded answers:

Table 12: Theme coded answers to Threats question	
Phrase	Count
Economy.	11
Finances provided by the County in a budget crisis.	11
Political Environment.	11
Call volume increasing.	4
Automatic Aid Agreement with AFD and aid to Pueblos taxing our resources.	3

Identifying the Organization’s Critical Issues and Service Gaps

In the same survey that was used to conduct the S.W.O.T. analysis, two questions were asked in an effort to establish the perspective of the respondents as it relates to the critical issues and service gaps that BCFD currently faces. This was an important part of the survey process because it gave respondents a forum to identify the areas that they felt should be addressed in an effective strategic plan. The answers were coded by theme as were the answers for the S.W.O.T. analysis. The top five critical issues and service gaps by count of the number of times they were found in the answers to their respective questions are reported below:

Please identify any CRITICAL ISSUES that you believe Bernalillo County Fire Department is facing.

Table 13: Theme coded answers to Critical Issues question	
Phrase	Count
Budget crisis (lack of funding).	12
Low Morale.	12
Aging equipment, not following replacement plan.	11
Lack of management cohesion.	11
Lack of "Pertinent & Valuable" training.	11

Please identify any SERVICE GAPS that you believe Bernalillo County is facing.

Table 14: Theme coded answers to Service Gaps question	
Phrase	Count
More public relations (need uniformed PIO).	12
Aging, outdated equipment (cardiac monitors and units).	8
Inadequate staffing levels that still do not meet national standards.	8
Communication (Internal & External).	5
Response times are too long.	5

Development of Goals and Objectives

The newly updated mission, vision, and values of the Bernalillo County Fire Department create a framework for the development of the organization going forward. In order to achieve these important initiatives, the strategic plan was further developed into goals and objectives.

For this strategic plan to be effective, it must address the concerns of the external stakeholders and citizens as well as the identified internal weaknesses. It should also

“We expect coordinated efforts in community involvement/education.”

-External Stakeholder Comment

focus on supporting the strengths and opportunities the organization currently faces. The community-driven strategic planning process undertaken by the Bernalillo County Fire Department aimed to address these important components by developing strategic goals and objectives that the Department will

be able to use to ensure that it is meeting its mission and vision.

The next step that the strategic planning workgroup took was the development of strategic goals aimed at correcting the identified deficiencies and focusing the organization on the citizens’ service priorities. To do this, a single-page document was created that blended all of the external stakeholder comments and internal stakeholder comments. This functioned as a tool to help the workgroup identify the highest priority problems and develop strategic goals for those problems.

The Bernalillo County Fire Department should focus their efforts on achieving these strategic goals by specifically assigning the objectives and ensuring that the tasks are completed in a timely fashion. To help ensure that the strategic goals are achieved, timelines have been developed for each objective.

**Goal 1:
Improve internal and external communication.**

Objective 1A	Increase information flow between administration and field staff.
Timeline	6 Months - Ongoing
Critical Tasks	<p>Re-evaluate daily briefing process.</p> <p>Bring daily briefing back in some capacity to increase communication between administration and the field.</p> <p>Conduct monthly staff meetings (video and post minutes).</p> <p>Issue quarterly newsletter.</p> <p>Conduct monthly station visits.</p>

Objective 1B	Improve internal communication policy to disseminate information through the chain-of-command.
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Update internal communication policy. • Disseminate the new communication policy through new learning-management system. • Evaluate the effectiveness of the communication policy. • Evaluate dissemination methods for effectiveness.

Objective 1C	Develop a position to interact with the public.
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Establish a public affairs program. • Implement public education program. • Implement a uniformed Public Information Officer. • Identify methods to interact with and provide department statistical reports to the County Manager and elected officials.

**Goal 2:
Empower leadership through professional development and accountability.**

Objective 2A	Determine training goals for each rank.
Timeline	12 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Update training needs assessment. • Conduct gap analysis to determine which training needs to be developed. • Provide training identified in gap analysis.

Objective 2B	Develop clear duties and responsibilities for each rank, then hold accountable.
Timeline	18 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Provide leadership and teamwork training for Division Chiefs and above. • Create position-specific roles and responsibilities. • Train on roles and responsibilities. • Evaluate personnel for compliance with roles and responsibilities, then hold accountable.

Objective 2C	Develop tools to maintain discipline and evaluate performance.
Timeline	6 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Develop new disciplinary policy. • Train on new disciplinary policy. • Implement and enforce disciplinary policy.

Goal 3:
Ensure fiscal responsibility and efficiency to accomplish the Department's need to provide for the community.

Objective 3A	Purchase only for proven need and seek new revenue sources.
Timeline	24 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Complete needs assessment for each division and prioritize. • Evaluate revenue sources and identify areas of financial growth. • Re-evaluate and enforce contracts. • Improve ISO rating in an effort to increase State Fire Fund disbursement. • Evaluate permit fees for accuracy on actual costs.

Objective 3B	Adjust daily activities to reduce expenses
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Track and evaluate the use of expendables. • Evaluate and adjust the deployment model to increase efficiency. • Evaluate and adjust the training delivery methods to decrease expense.

Objective 3C	Establish lease programs for vehicles and equipment.
Timeline	24 Months
Critical Tasks	<ul style="list-style-type: none"> • Determine leasable items. • Evaluate cost/benefit of leasing as opposed to purchasing for items determined to be leasable. • Implement leasing program where possible.

Goal 4:
Strengthen and maintain interagency planning, training and response to all-hazards, fire and medical incidents

Objective 4A	Foster relationships with external stakeholders that encourage cooperation.
Timeline	6 Months
Critical Tasks	<ul style="list-style-type: none"> • Identify external stakeholders. • Identify interagency partners. • Develop interagency meetings.

Objective 4B	Participate in multi-agency and multi-jurisdictional collaboration.
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate existing agreements for compliance. • Establish regionalization opportunities (grants). • Identify exercise opportunities.

Objective 4C	Review agreements between agencies to ensure efficiency.
Timeline	10 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Review and update mutual aid agreements. • Evaluate cost and potential for cost recovery. • Explore and develop new mutual aid agreements.

**Goal 5:
Prioritize the safety of both the public and the members of BCFD.**

Objective 5A	Provide a proactive prevention program through education and code enforcement.
Timeline	18 Months
Critical Tasks	<ul style="list-style-type: none"> • Conduct community risk analysis. • Adopt latest edition of fire code. • Engage field crews in pre-fire planning. • Expand community risk reduction measures like free smoke detector program, bicycle helmet program and Vial for Life. • Evaluate partnerships to provide safety and education. • Develop a home safety survey program.

Objective 5B	Implement and follow established risk management plans.
Timeline	6 Months
Critical Tasks	<ul style="list-style-type: none"> • Assess current risk-management plan. • Develop fire department risk management plan. • Evaluate safety-related data for trends.

Objective 5C	Improve safety culture in the Department through life-safety initiatives of NFA.
Timeline	12 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Evaluate applicability of initiatives for BCFD. • Implement life-safety initiatives that are applicable at BCFD. • Evaluate effectiveness of life-safety initiatives by monitoring the changes in injury trends.

**Goal 6:
Ensure review of operations to meet established local response needs.**

Objective 6A	Evaluate response deployment model to ensure adequate response to emergencies (fire).
Timeline	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Complete analysis of response times from each fire station. • Identify areas of growth within the County and set thresholds for increased resource deployment in those areas. • Ensure resources are deployed where they can have the most efficient impact while taking into consideration coverage of the entire County.

Objective 6B	Evaluate EMS response model to minimize duplication of efforts and resources.
Timeline	24 Months
Critical Tasks	<ul style="list-style-type: none"> • Conduct analysis of rescue deployment to ensure that resources are properly deployed where they will have the greatest impact. • Track performance of EMS related services to the public to identify trends. • Revise County EMS Code to reflect the current EMS operations in Bernalillo County.

Objective 6C	Evaluate staffing models to ensure adequate staffing for both operations and staff functions.
Timeline	12 Months - Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Conduct complete staffing analysis to identify numbers of personnel in each rank needed to efficiently and effectively deliver service. • Develop position-specific continuity-of-operations binders for each support position. • Identify unmet needs within the Department related to staffing and support. • Meet budget performance objectives related to response and emergency incidents.

Vision for the Future

The strategic planning process would not be complete without a clear vision for the development of the Bernalillo County Fire Department into the future. One of the final steps in the process is developing the forward-looking vision for the organization. The accomplishment of the strategic goals will help the Department to achieve this vision:

At the end of five years (2020) the Bernalillo County Fire Department will be established as a model organization recognized as an industry leader in the delivery of effective response and management of all-hazards emergencies. This will be accomplished through refocusing the efforts of the Department to support and develop its dedicated personnel.

The culture of the organization will reflect the highest levels of professionalism, excellence and valor. These core values will establish the Bernalillo County Fire Department as an organization that is compassionate and responsive to the needs of its stakeholders, both internal and external. A culture of mutual respect will be established and maintained at all levels of the organization starting at the Chief Officer level and progressing down through the chain-of-command.

The Department will also prioritize the improvement of our equipment, facilities, and infrastructure to provide the most effective and efficient delivery of services to the public possible within the fiscal constraints that exist in Bernalillo County. This will be accomplished through fiscal responsibility and constant monitoring of performance.

The mission of the Department regarding dedicated people providing exceptional service will be accomplished by empowering leadership and improving training standards at all levels of the organization. This will be accomplished with a thorough evaluation of current training levels and development of a systematic training improvement plan.

Finally, the Bernalillo County Fire Department will prioritize communication, both internal and external to the organization, in an effort to ensure that the public is informed and aware of what their Fire Department is doing as well as how the Department is a valuable asset to the community.

Organizational and Community Commitment to the Plan

The success of the community-driven strategic plan for the Bernalillo County Fire Department will be reliant on the level of support that it receives from the members of the Department, the County of Bernalillo and the community at-large.

The Department will need to garner the support for the plan across several sectors of the community in order for the plan to be effectively implemented. Leone, Barnes and Sharpe (2015) found that implementation is not a single step that is similar to the other steps in the planning process, but is a series of decisions that must take place throughout the planning process.⁴

Each person who has a stake in the success of the Bernalillo County Fire Department must be engaged in the implementation of the strategic plan in order to ensure successful implementation of the plan. This is the primary reason that the input of the external and internal stakeholders was taken together in the development of the community-driven strategic plan.

The following factors will affect the successful implementation of the plan:

- **Community engagement**- The Department has sought community engagement throughout the strategic planning process and will continue to do so as the implementation phase gets under way.
- **Plan scope**- The scope of the plan was purposely limited to six broad strategic goals in an effort to ensure that the plan is achievable in the five years following its completion.
- **Collaborations**- Successful implementation of the community-driven strategic plan will require continued collaboration with other Bernalillo County departments, neighboring fire departments, the public, and community organizations that have a vested interest in the success of BCFD.
- **Commission support strategy**- The County Commission in Bernalillo County plays an integral role in the adoption and implementation of the community-driven strategic plan. The plan must have the support of the Commission if it is to be successful in improving BCFD. The plan will be posted on the Bernalillo County website for public review once it is approved by the Commission.

⁴ Leone, Barnes & Sharpe (2015). *What Gets Plans Off the Shelf? A Case Study of Municipal Recreation Plan Implementation*

Glossary of Terms

For the purpose of this strategic plan, the following terms shall have the meanings below:

Apparatus	The technical equipment or machinery used in suppressing fires or responding to emergencies.
Bosque	A forested area found along flood plains and river banks in the southwestern United States.
Core services	Those services that are core to the mission of the organization and that make it valuable to the community.
Domestic Preparedness	Preparation activities that enable the fire department to respond to disasters and hostile situations including terrorist acts.
Emergency Medical Services (EMS)	Emergency medical response including treatment and transport of the sick and injured.
External stakeholders	Those people who are affected either directly or indirectly by the service that the Department provides. This includes organizations like businesses, agency partners, hospitals, and neighborhood associations.
Fire Investigation	Investigation and cause determination aimed at prosecution of arson and reducing risk from future fires.
Fire prevention	Code enforcement, building inspection, and review of plans for new buildings.
Fire suppression	The response to and extinguishment of fires in structures, vehicles and the wilderness.

Hazardous Materials (HazMat) Response	Response to and containment of releases of dangerous chemicals and materials.
Incident Command System (ICS)	A standardized approach to management and control of emergency incidents and emergency response resources.
Internal stakeholders	Those personnel who are members of an organization and are responsible for providing service to the community.
ISO Rating	Insurance Service Office (ISO) classification scale called Public Protection Classification, used to identify insurance premiums based on fire risk. Class 1 is the best and Class 10 is the worst possible rating.
Mission Statement	A written declaration of an organization's core purpose and focus that normally remains unchanged over time
Public Fire/Life Safety Education	Educational activities in local schools, businesses, and the community aimed at reducing fire risk.
Public Information Officer (PIO)	External communication coordinator or spokesperson for the fire department.
Rescue	Technical rescue including extricating people from vehicles, machinery, confined spaces, and mountainous areas in the County.
Rural fire district	An area of jurisdictional responsibility referring to the coverage area within which a fire department is responsible for responding to emergencies.
Strategic goals	Broad, aspirational statements that aim to align the organization with its mission and vision while attempting to correct identified deficiencies or support its strengths.

Values

A declaration that informs the customers and staff of an organization about what its core beliefs are.

Vision Statement

An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. Often described as the impact of the organization on the community.

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