

ALBUQUERQUE FIRE DEPARTMENT	Vision and Mission Statement	
Standard Operating Guidelines		Directive 2
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01	Page 1 of 3

VISION AND MISSION STATEMENT

PURPOSE:

The purpose of the Vision and Mission Statement is to identify where the Albuquerque Fire Department will strive to be in the future.

VISION AND MISSION STATEMENT

The Albuquerque Fire Department entered the twentieth century with the mission to provide fire protection to a city of less than three square miles. The Department of today will enter the twenty-first century with a global perspective of all the needs of our community and our responsibility in the scheme of service.

Through a tradition of integrity, compassion, and valor, yesterday's fire department labored to build an unprecedented public trust in this honorable service. Armed with those values, and augmented with knowledge, tomorrow's AFD will be the cutting edge that carries that hard-earned public confidence into the new millennium.

The fire service of today – and tomorrow – must look beyond its own agenda. For a publicly-funded service organization such as ours, innovation is not a luxury, it is truly a matter of survival. To continue our success as an organization, we must be able to adapt to meet the dynamics of change. The ever-changing role of the fire service demands that we only adapt, but also, that we innovate to create solutions to unanswered needs.

In the latter half of this century, the City's fire service has undergone major evolutionary changes. In the 1960s, major issues were growth and the development of comprehensive fire prevention programs. The 1970s witnessed the integration of emergency medical services (EMS) into our fire service mission. In the 1980s, we became a major player in the area of hazardous materials containment and control, and the 1990s ushered in the development of special operations. The AFD of tomorrow will see the realization of revenue-generating public safety initiatives.

Already in place is the City's first groundwater protection program. This is a significant indicator of the expanded roles this department can expect. The program has thus far allowed the department to provide a low cost solution to a vital and potentially ponderous threat to the middle Rio Grande valley watershed. In seeking out new ways to serve the community, we have also provided the department with a means by which to generate revenue.

The demands for our services are continually growing, while the funding to support them is not. To adequately address the demands placed upon us, we have developed a plan to serve as a working strategy for effective managerial direction and efficient allocation of resources. In it, we have identified the nature and extent of the risks faced by this community, established service

ALBUQUERQUE FIRE DEPARTMENT	Vision and Mission Statement	
Standard Operating Guidelines		Directive 2
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01	Page 2 of 3

levels deemed adequate for the city, identified the most productive and proficient use of resources to reach proscribed service levels; and have developed and implemented a process to manage all components of the emergency service system.

The process of sound organizational planning is one of the most fundamental components of effective management. And, it is through the development of viable plans that we can continue to provide for the sensible, methodic, and efficient employment of resources in the control of current and future public safety risks.

The plan that this administration has identified on which to focus can be described in three words. **Back to basics.** We will realize the plan through performance of the following four steps.

First is the reevaluation of all department job descriptions. The process will include participation by all employees in a common effort to define the roles and responsibilities for each of their respective assignments.

The second step is to identify any knowledge or skill deficiencies relative to essential job functions as they are identified in prescribed job descriptions. A training regimen – specific to that skill or knowledge process – will be developed and presented to eliminate any training inadequacies.

The third step is to establish benchmarks. These will be the minimum performance standards that will be acceptable within the department. We will make each member of the department aware of these standards.

The fourth and final step is an analysis of department behavior to the established performance standards. A process of systematic review and objective analysis will provide the framework for an unbiased and rational revision of the process. Through this we will cultivate and achieve the habit of continual improvement.

It is my firm belief that we can and we will reach the goals that we have set for the betterment of this department. The key to achieve this is the development of better communication among all facets of this organization. We are all aware of the problems in interdepartmental communication – stemming from a number of reasons. Eliminating these problems has become a cornerstone of the foundation for my administration. I will do everything I can to improve the flow of information from managers to those on the front line of operations, and in all support programs.

Since I was appointed Fire Chief, I have conducted mandatory, monthly meetings for all members of the executive staff. The sole purpose of which has been to provide a forum for the introduction and open discussion of issues pertaining to the operation of the department. Each manager is encouraged and expected to take the information discussed there and share it with all

ALBUQUERQUE FIRE DEPARTMENT	Vision and Mission Statement	
Standard Operating Guidelines		Directive 2
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01	Page 3 of 3

personnel under their command. Minutes from these meetings are prepared and distributed to all stations and support divisions. It is my hope that the information shared by these managers will provide clear answers to any questions held by department staff.

The plan also calls for the best training and tools we can get to fulfill our mission. The days of compromise are gone. The days of providing equipment that meets only minimum specifications are gone. The fire fighters of this department deserve – and will have – the latest and most technologically advanced equipment that the current market provides. And, along with the tools comes the need for training in techniques and concepts that make up the core service of our mission and to enhance our capabilities to fulfill that mission.

I am often asked about specific, short-term goals for the department. Most of you already know about plans in effect for the construction of the new Communications Center and EOC, the new Station 20, the renovation of Station 11, and the construction of a new Station 14. You may be assured that we will see each of these projects completed. I know how long we've needed a new facility at station 14. I've made a promise to members of this department and to members of the Westgate community to build a new Station #14; it is at the very top of my list of priorities.

In answer to the most frequently asked question – about consolidation – I have to say this. Yes, I have opened dialogue with the Bernalillo County Fire Chief in regard to consolidation, however, this issue is very complex. The answer reaches beyond the needs or wants of the Albuquerque Fire Department or needs or wants of the Bernalillo County Fire Department. The people of the City and the people of the County must decide, as a common constituency, to charge both the Albuquerque City Council and the Bernalillo County Commission to move toward the sound and sensible goal of a regional public safety authority.

I am providing you with a statement to illustrate the vision and the mission I hope that we will all hold for the future of this department:

VISION:

We are dedicated to providing total quality service to enhance the lives of those in our community.

MISSION:

The Albuquerque Fire Department will save lives, protect property and the environment with emphasis on fire fighter safety and survival.