

# ALBUQUERQUE FIRE RESCUE

## 2021-2026 STRATEGIC PLAN



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## Introduction

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Albuquerque Fire Rescue (AFR) provides an all-hazards approach to protecting the lives and property of the residents, businesses, and visitors of Albuquerque, New Mexico. AFR is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to develop the organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



**ALBUQUERQUE FIRE RESCUE**  
**STRATEGIC PLAN**  
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## Organizational Background

Albuquerque Fire Rescue originated as the Albuquerque Fire Department and was established in 1882 as an all-volunteer department. Over the years, the organization's evolution changed from its original all-volunteer form to a paid agency in 1900. In 1973, paramedics were added to provide advanced life support to the community.

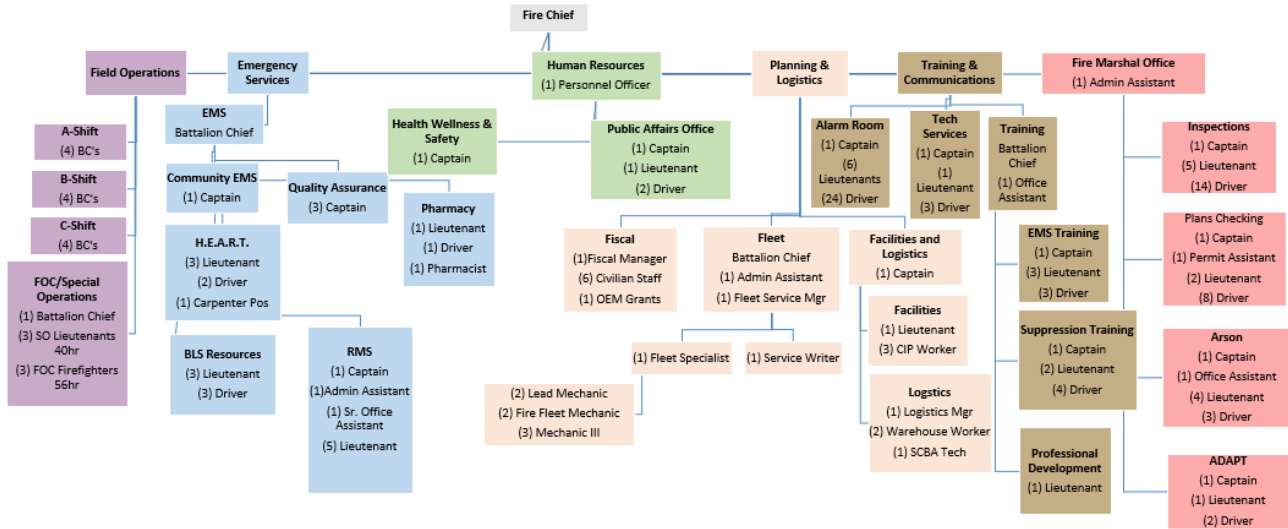


Albuquerque Fire Rescue serves an approximate population of 900,000 residents and thousands more employed within the community. Growth and increase in the population provide specific risks for which AFR considers, prepares, and deploys its resources. With an ISO Class 1 rating, the department is an ever-evolving organization focused on providing world-class fire emergency services to the community.

AFR reflects on its history and remains committed to providing all-hazards emergency services and education to its community with flexibility, integrity, and accountability. Albuquerque Fire Rescue continues to honor its community by providing quality services through its proactive focus on risks and deployment from 22 stations that are located strategically throughout the 189 square miles of coverage area. Staffed to support the community, AFR embraces its future vision and excellence in service delivery.



## Organizational Structure



## Community-Driven Strategic Planning

For many successful organizations, the community’s voice drives operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains focused on an organization’s direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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## The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Paul Dow and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan began in December 2020 with virtual meetings hosted by a representative from the CPSE for community members (as named in the following table). The community stakeholders, identified by the department to ensure broad representation, were comprised of some who reside or work within the Albuquerque Fire Rescue's coverage area and some who were recipients of AFR's service(s).

Albuquerque Fire Rescue Community Stakeholders				
Tim Ashby	Connie Chavez	Lisa Dillon	Lindsay Eakes	Scott Elder
Steve Gallegos	Noel Gonzales	Jenny Metzler	Jerry Rejent	Anna Sanchez
Shelle Sanchez	Patty Trelleue	Ron Trelleue	Danny Whatley	



## Community Group Findings

A key element of the Albuquerque Fire Rescue’s organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Albuquerque Fire Rescue needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	115
Emergency Medical Services	2	100
Technical Rescue	3	94
Hazardous Materials Mitigation	4	82
Wildland Fire	5	61
Community Risk Reduction	6	45
Domestic Preparedness Planning and Response	7	38
Fire Investigation	8	21
Public Fire and Life Safety Education	9	20

*See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.*





## Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days in April 2021. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the department, as named and pictured below.

Albuquerque Fire Rescue Stakeholders			
Adam Arvizo	Mitch Avey	Brian Barnes	Jason Charlton
Ryan Cheshire	Cris Cruz	Brian Fox	Joaquin Griego
Kevin Kenney	Alejandro Marrufo	Nathaniel Meisner	James Melek
Phil Pino	Jason Ramirez	Kristopher Romero	Ashley Romero
Jeff Ruscetti	Chris Solelo	Steve Stratmoen	Clint Wensley



Department Stakeholders





## Values

Values embraced by all members are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

**Professionalism - quality service through training and knowledge**

**Leadership - progress through vision and excellence**

**Integrity - high ethical and moral standards**

**Service - courageous and compassionate actions**

**Unity - community through trust and respect**

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals of Albuquerque Fire Rescue in the accomplishment of the goals, objectives, and day-to-day tasks.

## Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all of the internal and external programs and services that help the AFR deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, the department stakeholders must understand that many local, state, and national supporting services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided and many services supporting the programs. This session provided an understanding of the differences and the important key elements of the delineation.



## SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Department stakeholders participated in this activity to record AFR’s strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

*Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.*



**Department Stakeholders Work Session**

## Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



**Strategic Initiatives**

Based on all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Albuquerque Fire Rescue’s Strategic Initiatives			
Capital Resources	Community Relations	Information Technology Management	Health and Wellness
Training	Internal Communications	Workforce Development	Accreditation

**Goals and Objectives**

To continuously achieve the mission of Albuquerque Fire Rescue, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community’s concerns. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the AFR’s leadership.

**Goal 1** Expand and enhance community relations to strengthen our connection between Albuquerque Fire Rescue and the community to deliver better service.

**Objective 1A** Evaluate and strengthen the role of the public affairs office and enhance the outreach capabilities to better serve the community.

<b>Timeframe</b>	6-12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a committee to identify and evaluate the current roles and responsibilities of PAO personnel.</li> <li>• Poll the community to identify gaps in information released from AFR.</li> <li>• Analyze the data from the committee to determine priorities and changes.</li> <li>• Utilize data to develop new initiatives and priorities.</li> <li>• Train PAO personnel and implement new initiatives and priorities.</li> <li>• Review the process every six months and revise as needed.</li> </ul>	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:



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<b>Objective 1B</b>	<b>Increase the amount of quality public education opportunities to the community that enhances public safety awareness.</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• HR division will identify and evaluate the current AFR public education programs.</li> <li>• Research and determine the need to enhance current programs and/or create new programs.</li> <li>• Analyze findings and prioritize needs.</li> <li>• Develop new programs to bridge the gap between AFR resources and public needs and awareness.</li> <li>• Train AFR personnel on new programs.</li> <li>• Use allocated funds to create a public awareness campaign.</li> <li>• Implement a system for the public to request and schedule all available programs.</li> <li>• Review the effectiveness of all AFR public education programs every 12 months and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1C</b>	<b>Improve the utilization of the fire marshal’s office to increase fire safety, education, prevention, and awareness.</b>	
<b>Timeframe</b>	6-9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Under the direct supervision of the fire marshal, who will serve as the chair, a committee comprised of AFR members will evaluate and identify current AFR fire safety and prevention.</li> <li>• Determine the need to enhance current programs and/or create new programs.</li> <li>• Analyze findings and prioritize needs.</li> <li>• Based on analysis, create new programs as needed.</li> <li>• Improve current programs to better implement and convey fire prevention initiatives.</li> <li>• Train AFR personnel on the new programs and fire prevention initiatives.</li> <li>• Use available funds to create a public awareness campaign on available programs.</li> <li>• Implement a system for the public to request and schedule all available programs.</li> <li>• Review effectiveness of all AFR public education programs every 12 months.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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**Goal 2** Enhance management of Albuquerque Fire Rescue capital resources to improve overall operations and service delivery to the community.

**Objective 1A** Create an improvement plan to better manage vehicles and optimize efficiency.

<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create and implement a process to better manage all vehicles to optimize efficiency.</li> <li>• Utilize the apparatus and equipment committee to categorize all vehicles by age.</li> <li>• Fleet mechanics create and implement the preventive maintenance schedule for all vehicles to maximize operability.</li> <li>• Review and prioritize the vehicle replacement cycle to ensure all apparatus are up to date.</li> <li>• Identify funding sources to replace vehicles as needed and report findings and recommendations to administration.</li> <li>• Create and implement a plan to dispose of or replace old or unused vehicles.</li> <li>• Report all findings and recommendations to administration.</li> <li>• Review and revise the vehicle maintenance program bi-annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 2B** Create and implement a process to better manage and maintain all facilities within the organization.

<b>Timeframe</b>	18-24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a facilities management committee chaired by the district chief of planning and logistics.</li> <li>• The committee will oversee and categorize all facilities based on function and purpose.</li> <li>• The committee will categorize all facilities based on age and need to prioritize replacement or remodel efforts</li> <li>• The committee will categorize all facilities by critical, nominal, or little need.</li> <li>• The committee and executive staff will create a replacement/remodel plan for all facilities if there is a need.</li> <li>• Identify funding sources for facility improvement.</li> <li>• Review and revise the process annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 2C</b>	<b>Design and implement an effective process to acquire and maintain essential equipment.</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize the apparatus and equipment committee to identify essential equipment needs every quarter.</li> <li>• The committee will select local and other vendors to demo all equipment and determine if such ailment meets operational needs and field test.</li> <li>• Review and update our current process designed to replace and cycle equipment and PPE via the committee.</li> <li>• Obtain a quote for chosen needed equipment and submit requests to the fiscal division.</li> <li>• Identify alternate funding sources other than general funds to supplement purchases.</li> <li>• Report all findings and recommendations to the executive staff for final approval.</li> <li>• Review and revise the process annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Goal 3 Implement progressive technology and data management to continually improve fire department services.

<b>Objective 3A</b>	<b>Enhance hardware systems to maximize the use of technology</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a committee that includes a rep from tech services.</li> <li>• Identify all fire department hardware systems.</li> <li>• Analyze hardware systems for function and purpose.</li> <li>• Research existing systems and options for new or alternate systems.</li> <li>• Develop recommendations for all hardware systems based on research and need.</li> <li>• Seek funding and approval for exchanges using current fire department proposal process.</li> <li>• Develop an implementation plan.</li> <li>• Disseminate information describing the changes.</li> <li>• Implement the approved recommendations.</li> <li>• Review the impact of changes annually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 3B</b>	<b>Enhance the software systems to maximize the use of technology for fire department operations.</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a committee that includes a member from tech services.</li> <li>• Identify all fire department software.</li> <li>• Analyze software systems function and purpose.</li> <li>• Research existing systems and options for new or alternate systems.</li> <li>• Develop recommendations for all software systems based on research and need.</li> <li>• Seek funding and approval for changes using current fire department proposal process.</li> <li>• Develop an implementation plan.</li> <li>• Disseminate information describing the changes.</li> <li>• Review the impact of changes annually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 3C</b>	<b>Enhance data collection, dissemination, and management to advance fire department planning and operations.</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a committee that includes a rep from RMS.</li> <li>• Identify all fire department data collection and analysis resources, including personnel.</li> <li>• Analyze all data sets for function and purpose.</li> <li>• Research opportunities for streamlining data collection.</li> <li>• Develop recommendations for retaining or modifying data collection tools and data sets based on research.</li> <li>• Seek funding for changes using current fire department proposal process.</li> <li>• Develop implementation and training plans.</li> <li>• Disseminate information describing the changes.</li> <li>• Review the impact of changes biannually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Goal 4** Improve and expand our health and wellness programs to support the well-being of all members.

**Objective 4A** Reduce the occurrences of job-related cancers within our organization to ensure the long-term health of members.

<b>Timeframe</b>	6-8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compare and contrast the AFR cancer reduction practices to industry best practices.</li> <li>• Create a report of findings based on the research findings that highlight strengths and areas for improvement.</li> <li>• Develop an improvement plan and establish standard measures.</li> <li>• Build an annual financial plan that details the cost/benefit to support the plan.</li> <li>• Create an implementation schedule and timelines.</li> <li>• Review for effectiveness quarterly.</li> <li>• Revise the plan annually and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 4B** Improve mental well-being, increase resiliency, and enhance long-term quality of life for our members.

<b>Timeframe</b>	6-8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize the health and wellness officer to evaluate current mental health practices.</li> <li>• Compare and contrast member needs with current practices and identify gaps.</li> <li>• Research common/new mental health methods and practices.</li> <li>• Develop an improvement plan and processes to address service gaps and establish standard measures.</li> <li>• Build an annual financial plan that details the cost/benefit to support the plan.</li> <li>• Create an implementation schedule and establish timelines.</li> <li>• Review for effectiveness quarterly.</li> <li>• Revise the plan annual or as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 4C</b>	<b>Improve physical health and fitness to enhance job performance, reduce on-duty injuries, and promote post-career health.</b>	
<b>Timeframe</b>	6-8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize the safety committee and peer fitness trainers to evaluate current practices.</li> <li>• Assess member fitness abilities, facility fitness capabilities, and physical health programs.</li> <li>• Research common and/or new physical health methods, practices, equipment, and fit for duty assessments.</li> <li>• Create a report of findings based on assessments and research that highlight strengths and areas for improvement.</li> <li>• Develop an improvement plan, processes to address service gaps and establish standard measures.</li> <li>• Build an annual financial plan that details cost/benefit to support the plan.</li> <li>• Create an implementation schedule with timelines.</li> <li>• Review for effectiveness quarterly.</li> <li>• Revise the plan annually or as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Goal 5 Improve, expand, and promote our training programs and capabilities to support the members of Albuquerque Fire Rescue, surrounding agencies, and the community.

<b>Objective 5A</b>	<b>Improve and expand all-hazards training and certification for current and incoming Albuquerque Fire Rescue members to promote efficient and safe emergency response.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• The training division will evaluate current training capabilities and programs for strengths and areas for improvement and expansion.</li> <li>• Research best training practices and opportunities at the local and national level.</li> <li>• Develop procedures for internal and external training opportunities to exceed state and national standards.</li> <li>• Build an annual financial plan that details cost/benefit to support the plans.</li> <li>• Submit the plan to fire administration fiscal manager for approval.</li> <li>• Create an implementation schedule.</li> <li>• Review quarterly.</li> <li>• Revise the plan annually as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 5B</b>	<b>Improve and expand emergency medical services training and certification for current and incoming Albuquerque Fire Rescue members to promote efficient and effective medical response.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• The training division will evaluate current EMS training capabilities and programs for strengths and areas of improvement or expansion.</li> <li>• Reach best EMS training practices and opportunities at the local and national level.</li> <li>• Develop procedures for internal and external EMS training opportunities to exceed state and national standards.</li> <li>• Build an annual financial plan that details cost /benefit to support the plan.</li> <li>• Submit the plan to fire administration fiscal manager for approval.</li> <li>• Create an implementation schedule.</li> <li>• Review quarterly.</li> <li>• Revise the plan annually as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5C</b>	<b>Facilitate and provide exceptional training opportunities to create knowledgeable and prepared all-hazards readiness for our community and surrounding agencies.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize PAO and training division to identify current training and risk reduction needs.</li> <li>• Assess current training needs and risk reduction measures.</li> <li>• Research community risk reduction training practices and programs.</li> <li>• Develop a plan to improve current practices to meet community needs.</li> <li>• Build an annual financial plan that details cost/benefit to support the plan.</li> <li>• Submit the plan to fire administration fiscal manager for approval.</li> <li>• Create an implementation schedule.</li> <li>• Review quarterly.</li> <li>• Revise annually as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Goal 6 Enhance departmental communications, laterally and vertically, to improve the internal distribution of information.**

**Objective 6A Eliminate communications gaps between field and support to improve communication within the department.**

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Schedule monthly D10 training board meetings, given by a district chief or the fire chief, to all in the field.</li> <li>• Categorize all memos by priority of medium, high or critical.</li> <li>• Train the field on the meaning of the new priorities system.</li> <li>• Define the role of battalion chief in the dissemination of information from admin to the field.</li> <li>• Train the battalion chiefs on the new duties and roles.</li> <li>• Utilize the alarm room to send pertinent info over the radio system.</li> <li>• Review the plan every six months for effectiveness.</li> <li>• Revise the plan as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 6B Improve the transfer of information between all three shifts to ensure station personnel are better informed.**

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Implement a two-hour training portion in the lieutenant certification course regarding change in shift and passing on of any pertinent information.</li> <li>• Ensure all members are present for the two-hour change of shift training.</li> <li>• Provide a survey for all personnel to compile what should be included in a formal roll call.</li> <li>• Analyze the survey results and develop a standardized shift change/roll call template.</li> <li>• Train all members on the new mandatory templates.</li> <li>• Implement the new shift change/role call templates.</li> <li>• Review the new roll call procedure annually.</li> <li>• Revise templates as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 6C</b>	<b>Improve the exchange of information between support and the field to enhance overall operations.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Implement a new requirement for all support divisions to give monthly recorded briefings to the field through D10 training boards.</li> <li>• Prepare a memo to inform all members of the new requirement.</li> <li>• Train the support divisions on recording briefings and how to deliver those through the D10 training boards.</li> <li>• Implement D10 boards training option as a choice for target solutions training.</li> <li>• Establish a requirement that each fire inspector make a quarterly visit to each assigned station.</li> <li>• Develop a schedule for fire inspectors to attend quarterly meetings.</li> <li>• Review the effectiveness of support division D10 meetings annually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6D</b>	<b>Utilize available technology to disseminate pertinent information through multiple avenues.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a technologies committee.</li> <li>• Determine all technologies available for the transmission of information.</li> <li>• After all technologies are identified, develop training for each platform.</li> <li>• Develop a schedule for training all members on all technology available.</li> <li>• Ensure all members complete the training.</li> <li>• Evaluate every six months through a survey to establish which avenue is most effective for transmitting the majority of information.</li> <li>• After determining the most effective method, work to expand on that technology.</li> <li>• Review the technology plan annually and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Goal 7 Strengthen the workforce through diverse recruitment and professional development to better serve our members and evolving community.**

**Objective 7A Evaluate and improve the recruitment process to enhance workforce diversity.**

<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a department-led but community-driven committee with at least 50 percent of the participants from outside the department and city workforce.</li> <li>• Identify a means to have fire department workforce reflect the community we serve.</li> <li>• Research and analyze the recruitment process to determine methods that support workforce diversity.</li> <li>• Develop recommendations for processes and programs that will enhance diversity in the workforce.</li> <li>• Seek funding approval for recommended changes from the fire chief and the union.</li> <li>• Develop an implementation plan for changes and enhancements.</li> <li>• Communicate the findings and reasons for change to the body of the department.</li> <li>• Implement the changes.</li> <li>• Review and revise every two years.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 7B Evaluate and improve the hiring and selection process to ensure the most suitable candidates are selected, and the organization meets the needs of the newest members.**

<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a committee to evaluate the selection process.</li> <li>• Perform an analysis of the hiring process through the completion of probation.</li> <li>• Research and analyze the hiring process to determine methods that support the needs of the new members.</li> <li>• Develop recommendations for processes that will support selection and the probationary period.</li> <li>• Seek funding and approval from the fire chief and the union.</li> <li>• Develop an implementation plan for changes/enhancements.</li> <li>• Communicate the findings and reasons for the changes with the body of the department.</li> <li>• Implement the changes.</li> <li>• Review and revise every two years.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 7C</b>		<b>Improve the career path for all members through retirement to strengthen and support the workforce.</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a committee that includes a member from each rank in the department and includes at least one civilian position.</li> <li>• Identify career path strengths, weaknesses, and opportunities at each rank.</li> <li>• Research and analyze the opportunities for short-, mid-, and long-term career path goals through retirement.</li> <li>• Develop recommendations to improve career paths at all levels of the organization. Recommendations should include training, education, and other professional development that will enhance the workforce.</li> <li>• Seek funding approval for recommended changes from the fire chief and the union.</li> <li>• Develop an implementation plan for changes and enhancements that includes regular communication of various opportunities.</li> <li>• Communicate the findings and recommendations for change with the body of the department.</li> <li>• Implement the changes.</li> <li>• Review changes every two years and revise as needed.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

<b>Objective 7D</b>		<b>Develop and implement a formal succession planning process for all fire department positions and ranks to improve continuity of operations.</b>	
<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assemble a committee to develop and implement a succession planning process (should include a representative from each rank, driver through deputy chief)</li> <li>• Research and analyze succession planning and how the fire department can use it to improve the continuity of operations.</li> <li>• Develop recommendations for a succession planning program.</li> <li>• Seek funding and approval for the program through the fire chief.</li> <li>• Develop an implementation plan for the program.</li> <li>• Communicate the findings and reasons for the program with the body of the department.</li> <li>• Implement the program.</li> <li>• Review and revise every two years.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





**Goal 8 Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.**

**Objective 8A Form team or committee structures with management components as needed to pursue and maintain accreditation.**

<b>Timeframe</b>	30 days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the needed team or committee structure(s) for the various components of the accreditation process.</li> <li>• Create the management oversight positions to lead the teams or committees, as well as the process overall.</li> <li>• Establish team or committee member criteria.</li> <li>• Determine the composition of the teams or committees.</li> <li>• Solicit participation to meet the composition of the teams or committees.</li> <li>• Develop and complete the selection process.</li> <li>• Provide the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 8B Develop a community-driven strategic plan.**

<b>Timeframe</b>	3 months and on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about AFR.</li> <li>• Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.</li> <li>• Establish critical issues and service gaps. Determine specific strategic initiatives.</li> <li>• Develop goals, objectives, critical tasks, and appropriate timelines, to include levels of measurability, to achieve over five years.</li> <li>• Create a vision for the developed strategic plan.</li> <li>• Publish and distribute the formal strategic plan to stakeholders as determined by the organization.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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## Objective 8C Implement the community-driven strategic plan.

<b>Timeframe</b>	3 months, on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a strategic planning subcommittee to review the draft strategic plan.</li> <li>• Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps.</li> <li>• Evaluate goals and objectives within the draft plan and further define critical tasks as needed to ensure clarity with each goal.</li> <li>• Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>• Annually evaluate objectives accomplished with the plan.</li> <li>• Report annual plan progress to internal and external stakeholders.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Objective 8D Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.

<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on hazard and risk assessment, and standards of cover preparation.</li> <li>• Perform community hazards and risk assessment.</li> <li>• Evaluate historical community emergency response performance and coverage.</li> <li>• Establish benchmark and baseline emergency response performance objectives.</li> <li>• Establish and publish the Community Risk Assessment - Standards of Cover.</li> <li>• Maintain and annually update the Standards of Cover document.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Objective 8E Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on writing a CFAI self-assessment manual.</li> <li>• Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.</li> <li>• Review self-assessment and ensure all reference items are in order.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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## Objective 8F Achieve agency accreditation by the CFAI.

<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Apply for “Candidate Agency” status with the CFAI.</li> <li>• Prepare for CFAI Peer Assessor Team visit.</li> <li>• Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team.</li> <li>• Host CFAI Peer Team site visit for accreditation review.</li> <li>• Receive CFAI Peer Team recommendation to CFAI for Accredited status.</li> <li>• Receive vote during the CFAI hearings in favor of Accredited status.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Objective 8G Maintain accreditation with the CFAI.

<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit required Annual Compliance Reports.</li> <li>• Attend CFAI “Dayroom Discussion” web meetings for continued education.</li> <li>• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</li> <li>• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</li> <li>• Submit Annual Compliance Reports as required by CFAI policies.</li> <li>• Establish succession development of internal accreditation team in preparation for next accreditation cycle.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



## Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the department stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you're going, and what will guide your journey.”

Ken Blanchard

### Albuquerque Fire Rescue's 2026 Vision

is to continue to fulfill our personal and organizational commitment of instilling trust while ensuring the safety and well-being of our community and our members. This vision, our true futurity, will become reality by striving to accomplish our goals and objectives. We will transition into this future by:

**Accreditation, professionalism, and unity** will be the cornerstones of our service delivery. Serving with integrity, we will endeavor to provide world-class fire and emergency services to our community. We will establish internal communication systems and processes designed to enhance the quality of life of those who serve within this organization.

**Focusing on the changing needs of our community**, our diverse organization will utilize a solid workforce and development program to ensure that we are appropriately staffed with the best-qualified workforce to meet the needs of the community. Utilizing a highly regarded training program and cooperation with local agencies, we will endeavor to always be on the cutting edge of new tactics and strategies.

**Realizing the importance of innovative processes**, we will strive to invest in the health and wellness of all members, thus providing the guarantee that their longevity provides a lasting return to our citizens. Investments in modern information technology and practices will help lead this organization well into the future.

Together we will continuously do what is best for our community while honoring our history through the prism of the future. We commit to personify our passion for what we do as we hold each other accountable for living our values, accomplishing our goals, and making this vision a reality.

## Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.



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To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ADAPT</b>	Abandoned and Dilapidated Abatement Property Team
<b>APD</b>	Albuquerque Police Department
<b>CAD</b>	Computer Assisted Dispatch
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>CRR</b>	Community Risk Reduction
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process, or the person or entity directly served by the department or agency.
<b>EAP</b>	Employee Assistance Program
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
<b>FDIC</b>	Fire Department Instructors Conference
<b>FEMA</b>	Federal Emergency Management Agency
<b>FMO</b>	Fire Marshal Office
<b>HEART</b>	Home Engagement Alternative Response Team
<b>IAFF</b>	International Association of Firefighters
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>MAP</b>	Members Assistance Program
<b>MDT</b>	Mobile Data Terminal
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NFPA</b>	National Fire Protection Association



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<b>OSHA</b>	Occupational Safety and Health Administration
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PAO</b>	Public Affairs Office
<b>PIP</b>	Pre-Incident Plan
<b>PPE</b>	Personal Protective Equipment
<b>RMS</b>	Record Management System
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
<b>WLD RMP</b>	Wildland Resource Mobilization Plan



## **Works Cited**

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.





## Appendix 1

### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Albuquerque Fire Rescue. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

#### Community Expectations of Albuquerque Fire Rescue (in priority order)

1. Quick and timely response. Quick response times to emergencies meeting industry best practices. Respond to emergencies quickly. (58)
2. Community involvement with organizations. More community interaction and outreach. Public awareness of all services. Fire prevention education. Clear, consistent, and accessible communication. Community presence and support. Collaboration across public and community sectors. Community education and training. Work closely with governmental agencies, especially the schools. (43)
3. Well-trained personnel. Adequately trained to handle all emergency situations. Appropriate and advanced skills. Emergency medical response at the highest provider level – paramedics. Hire qualified first responders. (34)
4. Professional behavior of first responders at all times. Courteous and compassionate. Cultural sensitivity when dealing with vulnerable populations. Respect for personal, cultural, and environmental differences. Maintain authority without intimidation. Use manners – please and thank you. Behave ethically, both on and off duty – especially upper management. (18)
5. Modern, up-to-date equipment. Well-equipped responses. Adequately outfitted to handle emergencies. Appropriate and advanced tools and equipment. Have good equipment that functions properly and well. (18)
6. Community resiliency. Adequate response for the emergency. Put out fires. (9)
7. To handle emergencies safely. (5)



8. Accountability via data-driven models and measures. (2)
9. Play an appropriate role in the community health care systems. (2)
10. Leadership and planning at all levels of the staff. (2)
11. Help prepare the region for disaster response. (1)

## Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

### Areas of Community Concern about Albuquerque Fire Rescue (verbatim, in priority order)

1. Inadequate staffing. Adequate funding for needed staff? Is there adequate manpower for community coverage? Is there a shortage of firefighters and paramedics? Personnel and staffing numbers – do they have enough to support this area? Personnel needs should be addressed. (33)
2. Response times. Fire responses have quicker response times than medical emergencies. Poorly maintained streets for quick and safe response. Too much time and energy spent handling non-emergency duties and chores, e.g., the homeless and non-life-threatening medical situations. Poorly marked streets and addresses. (24)
3. Safety and well-being of firefighter personnel. Ability to get to a situation safely. Safety of personnel while on calls. Dangerous working conditions – Albuquerque is a rough place. Inadequate care for personnel (family, stress management and care). (20)
4. Wonder if the location of stations is adequate to cover the community. Adequate funding for stations? Do we overwork our firefighters to cover needs? Increasing needs of the community due to population growth and increasing health needs of the community. (19)



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5. Always a concern that they are not adequately funded. Community support for the funding that the fire department needs. Budget – PD has seen increases to help deal with crime challenges in the city; has the FD? The crime issues affect all public services and dilute resources available to the community. Resources vs. responsibilities. (17)
6. Lack of understanding of homeless shelter populations. Perceived ideas that everyone who is at a homeless shelter is on drugs, unemployed, or basic low life. Lack of respect for homeless shelter staff. Lack of empathy. Lack of behavioral health training. (15)
7. Inadequate and outdated equipment. Adequate funding for equipment? Concern that equipment may not be appropriate for the terrain covered in Albuquerque. (15)
8. Inadequate and delayed training. Concerned about the quality and quantity of training for our personnel to assist in handling the wide range of materials located on the air force base. Continued training is needed to keep personnel sharp and knowledgeable. (14)
9. It's a challenge to think of how to prioritize services without information such as cost, need, benefit. Community expectations may be too much? (9)
10. Better understanding and training of the community on what the department does, and how we the community can help. Not much community risk reduction education seen for fires, etc. Public relations – is the department looking to find ways to better relate to the community (especially lower-income communities)? (7)
11. The fire department used as a catch-all for various community situations. (5)
12. Reactive rather than proactive. (4)
13. The ability of the fire department to interface with other city services. Improvement in interagency coordination. (4)
14. Some fire department workforce behaviors – bad attitudes, disparagement of certain populations, and partying. (3)
15. Gold plating costs excess dollars than is truly needed. (3)
16. Union issues trumping what's best for the city. (2)
17. Authority needed to enforce prevention such as building inspection. (2)
18. The AFR museum is not known, is under-appreciated, and should be relocated to a smart location that increases visitation and education. (1)



## Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

### Positive Community Comments about Albuquerque Fire Rescue (verbatim, in no particular order)

- Personnel appear professional at public events.
- Innovative ways of helping the community with new projects – HEART team - physician integrated medical response.
- Engagement with the community is great.
- No complaints have surfaced in our neighborhood.
- Response times seem to be rapid.
- Locations of fire stations seem frequent and visible.
- Personnel appear to be on-site to emergencies quickly.
- Have become very professional in public opinion.
- Appear to be run positively by administration.
- More receptive to public needs.
- Better overall performance.
- My sense is that we have a good fire department.
- My interactions with the fire marshal have been positive and productive.
- Impressed by mountain rescues.
- The department does a good job working with the schools.
- The department appears to want to be helpful.
- Short response times when called to my home.
- Equipment/technology is up to date.
- The number of responders to events is abundant.
- Personnel seem to be encouraged to maintain a level of self-care.
- They definitely save lives every day.
- Very data-driven.
- Appreciate how the leadership is looking for opportunities missed to make corrections.
- Collaboration with the community.
- Use of data to drive services.
- Consideration of community stakeholder opinion.



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- Current leadership is extremely creative, innovative, and compassionate.
- Almost always willing to partner and experiment.
- Every interaction I have had has been very professional and courteous.
- Recognizable presence in the community.
- Willing to “think outside of the box” on ways to tackle issues.
- They are involved with communities and organizations.
- Compassion.
- Strong leadership.
- Good people.
- Quick response.
- They have been professional.
- They have been willing to come out and train our staff on the importance of fire safety.

## Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

### Other Community Comments about Albuquerque Fire Rescue (verbatim, in no particular order)

- I have been very impressed with all of the interactions I have had with the employees of the fire department.
- As the director of a homeless shelter, I see the fire department more than I would like. They are always caring and compassionate to those that are often viewed as of little value. I appreciate that.
- Concerned about hypodermic syringes/needles in the city parks.
- My organization wants to increase participation with the fire department.
- Thank you for asking for community feedback.
- Thank you for all of the work you do to keep people safe and healthy.
- Appreciate the danger and appreciate the service. Understand that this is not an easy job.
- Albuquerque, like many other cities, finds itself needing to support an aging population – can APD and AFD help identify those who should not perhaps be living alone?
- I worked closely with AFR in my professional past. I felt back then that the overall attitude/appearance was lacking. I feel the department has come a long way – much more professional both in appearance and performance.



## Appendix 2

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization’s primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department’s strengths as follows:

Strengths of Albuquerque Fire Rescue	
Dedicated and committed employees	Staffing ordinance
Fleet division	Logistics division
Top-down communication	AFR/City of Albuquerque programs
Professional development and training	Equipment-PPE, radios, apparatus
Transparency-admin support	Positive working relationships – labor and admin
Mental health awareness	Committee involvement
Recognition-internal and external, social media	Human resources and public affairs
Recruiting effort and formalized hiring process	EMS response and transport-two tier system
Retirement and training	In-house pandemic program
Rank on rescues and two paramedics	Short plans and inspection times
Collective bargaining agreement	Working relationships with city and state government
Progressive programs	Annual physicals
Four-person engine companies	Heavy tech rescue
Positive public image	Lateral movement within the department
Uniform dispatch	Driver and officer certifications
Wildland division	Call volume reductions
Mutual aid and automatic aid	Expanded fire marshal office
Technology advancements	Career ladder
Presumptive clause	Admin staff and succession planning
Emergency vehicle technician certified mechanics	



**Weaknesses**

For any organization to either begin or to continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The department stakeholders identified the following items as weaknesses:

Weaknesses of Albuquerque Fire Rescue	
Negative attitudes	Aging equipment
Burn out	Top-down communication
Alarm room staffing	Consistency in specialty bidding
Lack of pay raises	Aging fleet
Equitable pay scale between ranks	Image trend documentation and training
Recruiting	Transparency of Public Affairs Office
West side homeless shelter response	Community involvement
Adequate number of fire stations	Lack of diversity in the workplace
Medic options	Fleet replacement budget
Annual Fire Marshal Office inspections	Response time analysis and compliance
Lack of backup apparatus for out of service units	Lack of field suppression training, other than refresher
Call handling times	Yearly bids
Out-of-date standard operating guidelines	Time in grade to match retirement changes
Rescue vacation slots	Aging technology
Better use of existing resources (ex. bouncy house)	



**Opportunities**

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Albuquerque Fire Rescue		
National Fire Academy training	All-hazard deployments	Social services
Assessment centers	Inter-agency cooperation	ROCO rescue job opportunities
Fire/EMS internships	IAFF resources	State flight medic
Burlington Northern Santa Fe training	Outside agency training-State Fire. FEMA, FDIC	Community involvement and education
AFR academy/regional training location	Alternate response revenue opportunities	Alternative revenue streams (grants, legislative funding)
Fire department training network	Safety officer for outside agencies	Law enforcement job opportunities
EMS corps	External relationships	Rescue transport revenue
Department growth and expansion	Paid degree programs and credits	Media coverage
Movie industry relationships	Firefighter mental health	Continued education revenue





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## Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to Albuquerque Fire Rescue		
Qualified applicant pool	Global warming	Aging technology
Negative media coverage	Workforce competition	Homelessness
Increased training requirements	Changing political climate	Private ambulance service
Increased apparatus costs	Domestic terrorism	Social unrest
Increased liability	Budget issues	Drought conditions
Regulatory changes	Increased service demand	General technology
Change in healthcare trends	Increased supply costs	Illegal immigration
Privatizing emergency services	Negative public perception	Opiate epidemic
Aging population	Growing geographic boundaries	Pension stability
Decrease in fires	Increase in crime	City, state, and national politics
Availability of transport ambulances	Lack of interest in fire service	Securing funding and retention
Community demands and expectations	Keeping up with changing national standards	
Lack of workforce and government dependence	Lack of APD units for mutual response	



**Appendix 3**

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

<b>Critical and Service Gap Issues Identified by the Department Stakeholders</b>		
<b>Initiative Link</b>	<b>Group 1</b>	<b>Group 2</b>
<b>Capital Resources</b>	Capital Resources <ul style="list-style-type: none"> <li>○ Aging vehicles</li> <li>○ Aging facilities</li> <li>○ Equipment</li> <li>○ Inventory control</li> <li>○ PPE</li> </ul>	Capital Resources <ul style="list-style-type: none"> <li>○ Aging fleet</li> <li>○ Aging technology</li> <li>○ Aging facilities</li> <li>○ Aging equipment</li> </ul>
<b>Community Relations</b>	Community Involvement <ul style="list-style-type: none"> <li>○ Public education</li> <li>○ PAO staff</li> <li>○ PIP's</li> <li>○ HEART</li> <li>○ CRR</li> </ul>	External Communications <ul style="list-style-type: none"> <li>○ Uninformed public</li> <li>○ Relationships with the media</li> <li>○ Defined roles for the PAO</li> <li>○ Lacking public education</li> <li>○ Communications methods</li> <li>○ Customer feedback</li> </ul>
<b>Information Technology Management</b>	Technology <ul style="list-style-type: none"> <li>○ Radios</li> <li>○ CAD</li> <li>○ MDT</li> <li>○ Cell phones</li> <li>○ Dispatch center</li> <li>○ Alerting systems</li> <li>○ Annual subscriber fees</li> </ul>	Information/Data Management <ul style="list-style-type: none"> <li>○ Data analysis</li> <li>○ Data quality</li> <li>○ Data systems training</li> </ul>
<b>Health and Wellness</b>	Health and Wellness <ul style="list-style-type: none"> <li>○ Annual physicals</li> <li>○ Fit testing and supplies</li> <li>○ Clean Cab</li> <li>○ NFPA 1851</li> <li>○ Mental health</li> <li>○ EAP/MAP</li> </ul>	N/A



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Critical and Service Gap Issues Identified by the Department Stakeholders		
Initiative Link	Group 1	Group 2
Training	Training <ul style="list-style-type: none"> <li>○ Out of service units</li> <li>○ Annual EMS and fire</li> <li>○ ISO</li> <li>○ Academy staff</li> <li>○ Program</li> <li>○ Overtime backfills</li> <li>○ Resources and equipment</li> <li>○ Soft costs</li> <li>○ EMT/Medic programs</li> <li>○ Co-operators</li> </ul>	N/A
Internal Communications	N/A	Internal Communications <ul style="list-style-type: none"> <li>○ Uninformed workforce</li> <li>○ Inter-shift communications</li> <li>○ Information overload</li> <li>○ Top-down communications</li> <li>○ Defined communications role</li> </ul>
Workforce Development	N/A	Workforce Development <ul style="list-style-type: none"> <li>○ Recruitment</li> <li>○ Diversity</li> <li>○ Time in grade</li> <li>○ Training</li> </ul>

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Department Stakeholders		
Topic	Group 1	Group 2
Generating Revenue	Generating Revenue <ul style="list-style-type: none"> <li>○ HEART</li> <li>○ WLD RMP</li> <li>○ FMO</li> <li>○ CPR/Stop the Bleed</li> <li>○ Grants</li> <li>○ Educational outreach/billable teaching</li> <li>○ Billing services</li> </ul>	N/A





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