2017 Annual Report

Charlottesville Fire Department
The MISSION of the Charlottesville Fire Department is to **improve the quality of life in our community** by consistently striving to provide superior fire and emergency services focused on prevention, preparedness, response, and recovery.

The VALUES of the Charlottesville Fire Department are driven by our commitment to strong leadership and community focus through **Family - Integrity - Respect - Excellence**
Contents

FROM THE CHIEF
1 Letter from the Chief
2 In Memoriam
3 Accreditation

OUR CITY
4 Overview of the City of Charlottesville, demographic data, and current events

OUR PEOPLE
6 Overview of staffing numbers, new hires, organizational chart and training program

OUR BUDGET
10 Summary of Operating and Capital Improvement budgets

INFRASTRUCTURE
12 CFD stations and fleet

PROGRAMS & SERVICES
14 Fire Suppression
15 Emergency Medical Services (EMS)
16 Special Operations: Hazardous Materials & Technical Rescue
18 Community Risk Reduction

INCIDENT ANALYSIS
20 Detailed breakdown and analysis of 2017 incidents

STRATEGIC PLAN
23 Overview of the CFD Strategic Plan 2015-2020
DEAR CHARLOTTESVILLE COMMUNITY,

I am pleased to present our 2017 Annual Report. This report is intended to provide you with a detailed understanding of the work your fire department does every day to make Charlottesville a safe, healthy, and resilient community.

Our City continues to experience significant growth and activity and this is reflected in the fire department’s workload. In 2017, the men and women of CFD responded to 6,535 emergency incidents, a 3% increase over 2016.

In looking back at 2017, our department, like our community, faced events that tested the very fiber of our organization. The events of August 11-12 challenged our department’s planning, preparation, response, and recovery capabilities like no previous incident in our city’s history. I am proud to say that the men and women of CFD, working closely with our public safety and emergency management partners, provided exceptional service amidst the most challenging conditions. Your fire department’s performance during these events was recognized by the Virginia Fire Services Board with the 2017 Governor’s Award for Outstanding Fire Department Response.

In 2017, the department was awarded Accredited Agency Status by the Commission on Fire Accreditation International, making CFD one of only 57 departments nation-wide that hold Accredited Agency Status and an ISO Class 1 rating. Achieving these organizational distinctions is only possible due to a long-term, sustained commitment to industry best-practices by the department, our partners in City government, and our elected officials.

Looking forward to 2018, we will continue to develop and refine our operations to provide the best possible service to our community. Areas of focus for the coming year include working to refine the department’s role in EMS transport, taking on an expanded role in City-wide emergency preparedness, supporting firefighter physical fitness and behavioral health, and continuing to focus on firefighter cancer risk reduction efforts.

CFD takes great pride in providing the best possible service to our community. We actively seek your input and feedback.

If you have questions or comments please feel free to contact me at: bax@charlottesville.org or (434) 970-3240.

Respectfully,

Andrew M. Baxter
Fire Chief
In Memoriam

In honor of his 36 years of service to the Charlottesville Fire Department, the 2017 Annual Report is dedicated to retired Chief E. Fulton Dean, Sr.

E. Fulton “Chief” Deane, Sr., 94, of Charlottesville passed away on Wednesday, February 1, 2017. Born on July 13, 1922, in Charlottesville, he was the son of the late Andrew Judson Deane and Anna Martin Deane.

Chief Deane retired in 1982 as Deputy Fire Chief for Charlottesville Fire Department after 36 years of service. He was a past member of the State Fire Chiefs Association, an active member of the Virginia State Volunteer Fireman’s Association; State National Fire Department Instructors Association; Past certified State Fire Instructor; former member of Moose Lodge #1028; and a long time member of the First United Methodist Church. He devoted his life to the Fire Service. He was an avid hunter and fisherman and enjoyed the outdoors. He loved to spend time with his grandchildren. He is survived by his two sons, Edward F. Deane, Jr. of Quitman, Ga. and Garnett A.”Buddy” Deane of Charlottesville; and his daughter, Patricia Deane Barnes of Charlottesville.

A full fire department service was held at the Ridge Street Station to honor and express gratitude to Chief Deane, for his over four decades of service to the Charlottesville community.

Chief E. Fulton Dean, Sr.
July 13, 1922 - February 1, 2017
In July of 2017 the Charlottesville Fire Department was awarded Accredited Agency status by the Center for Public Safety Excellence (CPSE) and Commission on Fire Accreditation International (CFAI). Charlottesville Fire is one of only 233 CFAI Accredited fire departments in the world and one of only 57 departments in North America to achieve both CFAI Accredited Agency status and an Insurance Services Office (ISO) Class 1 rating. The Accredited Agency status is valid for 5 years and requires the department to submit an annual compliance report.

The CFAI Accreditation Model requires the development of a strategic plan and a comprehensive community risk assessment, along with the completion of a rigorous self-assessment of agency programs and performance in all areas. The documents undergo a thorough review by a peer-assessment team of industry experts and an on-site visit is conducted to validate the performance of the department and quality of services. The accreditation process culminates with a hearing and presentation before the Commission on Fire Accreditation International.

Our community and our firefighters deserve leadership that provides a clear compass point for the direction of our department. The CFAI accreditation model helps our department achieve and refine that focus and gives community members and our firefighters a way to hold us accountable to industry best-practices.
Charlottesville

The City of Charlottesville, settled in 1727, is located in western central Virginia along the Rivanna River and at the foothills of the Blue Ridge Mountains. A city deep in historic value, the area has raised three Presidents and is the home of the University of Virginia which is one of the most historically prominent universities in the United States. With the area’s strategic location and healthy economy the City has earned the reputation as one of the best places to live in the country and is a popular destination for the nearly two million travelers who visit the area each year.

Charlottesville encompasses an area of some 10.3 square miles. The city’s land area can be characterized as primarily metropolitan, urban, and suburban with 156 miles of streets and 987 acres of parks and playgrounds. 75% of the City’s land is zoned for exclusively residential development, 13% for mixed-use development, and the remaining 12% of the City’s land zoning applies to commercial and industrial uses.

The Weldon Cooper Center for Public Service Demographics Research Group reported in 2017 a population estimate for the City at 49,132 people. Its average population density of 4,765 per square mile is nearly twice the national average. The University of Virginia has an enrollment of nearly 23,898 and is the area’s largest employer.

The series of difficult events related to the controversy surrounding Confederate monuments in the City during the summer of 2017 has led to increased civic engagement. A concerted focus has emerged on mitigating future civil disturbances and maintaining economic vitality and excellent quality of life.

The City continues to receive top rankings for livability. In 2017 the City was ranked the 3rd Happiest City in the nation based on an index of 1.5 million surveys taken over five years. It also ranked as the 5th Best Place to live in the U.S. in 2017.
Traffic changes throughout the day in Charlottesville just as the daytime and nighttime populations fluctuate with commuting patterns.

CFD uses drive time analyses as pictured in the map above to better understand how traffic affects unit response times.

It also helps CFD staff to consider how to improve resource deployment models or plan for future improvements.

Typically, fire apparatus can travel further faster outside of the 8am-7pm time period in which the city’s population increases by over 18,581* people and roads are most heavily used to reach schools and businesses.

*U.S. Census Bureau, 2014 LODES data, UVA Weldon Cooper Center
Personnel

CHARLOTTESVILLE FIRE DEPARTMENT
ORGANIZATIONAL CHART
FALL OF 2017

- Operations
  - Deputy Chief
    - M. Rogers
  - Operations A-Shift
    - Battalion Chief
      - D. Werner
  - Operations B-Shift
    - Battalion Chief
      - T. Karr
  - Operations C-Shift
    - Battalion Chief
      - R. Jones
  - Health & Safety Officer
    - Battalion Chief
      - W. Hogsten
  - Training Coordinator
    - Captain
      - J. Burruss
  - EMS Coordinator
    - L. Johnson

- Administration
  - Deputy Chief
    - E. Pelliccia
  - Systems Performance Analyst
    - L. Lyons
  - Planning Captain
    - J. Hughes (PT)

- Resources
  - Captain
    - S. Carpenter

- Fleet Maintenance Mechanic
  - J. Harris

- Community Risk Reduction Battalion Chief - Fire Marshal
  - J. Davis
  - Community Risk Reduction Captain
    - Assistant Fire Marshal
      - J. Phillips

- Community Risk Reduction Captain
  - Assistant Fire Marshal
    - J. Williams

- Community Risk Reduction
  - Assistant Fire Marshal
    - S. Walton (PT)

*78 personnel in operations assigned to a 56-hour workweek, 13 personnel in staff positions on a 40-hour workweek for a total full-time equivalent (FTE) count of 91 personnel.
It takes the talent and energy of all our dedicated employees to produce the results City Council and the citizens of Charlottesville expect from the Charlottesville Fire Department.

The Department maintains a minimum operational staffing requirement of 21 total shift positions on duty each day for each shift including four officers.

Shift personnel working in the Operations Section are assigned to one of three shifts; A, B, or C. Each of the three shifts is supervised by a Battalion Chief (BC), who is responsible for operations throughout the day in the City on their shift. These personnel typically work 10 or 11, 24-hour shifts (7am-7am) per month.

In 2017, CFD added 3 additional firefighter positions bringing our total full time employee count to 94.

2017 FIREFIGHTER RECRUITS
On October 1st, 2017 four new firefighter recruits were welcomed into the CFD family.

Hired from a large pool of applicants, these individuals were selected based on the Department’s assessment not only of their basic physical and cognitive abilities, but as importantly, for their demonstrated record of character, work ethic, commitment to excellence, and leadership in the community.

2017 RETIREES
BC Doug McGlothlin
6/1/1989 - 4/1/2017

FF Cecelia Thompson
8/1/1992 - 6/1/2017

BC Rich Jones
8/1/1992 - 8/1/2017

Capt. Larry Antonacci
4/1/1998 - 10/1/2017

Retirement Ceremony for BC Rich Jones
NEW CIVILIAN HIRES

Systems Performance Analyst

In the summer of 2017 the administration civilianized the planning function of the department which had been previously staffed by Battalion Chief Doug McGlothlin who retired in the spring.

In September, Lucas Lyons was hired to fill this role for CFD. He holds a Masters of Urban and Environmental Planning from UVA. In his new role the core responsibilities include providing the research, reporting, statistical data analysis and GIS mapping for all of the various programs at CFD.

Lucas has served in a variety of professional roles across the country from Northeast Tennessee through New Mexico, Central America, South Florida and finally ending up in Charlottesville. His background and experience is in data analysis, community transportation, Spanish translation, performance measurement, and geographic information systems (GIS).

Administrative Assistant

In February of 2017, CFD welcomed a new Administrative Assistant, Susan Holtzman, to our staff. Susan comes to us with over ten years of administrative experience and a Masters degree in Public Administration from Virginia Commonwealth University.

In her role as the only administrative support position for CFD, Susan's goal is to provide all Fire Department personnel access to the resources they need to do their jobs as efficiently and effectively as possible.

Susan's duties include managing and improving the business processes of the department, including procurement, accounts payable, and contract management.
Training

The Training Division is committed to providing comprehensive training on industry best practices to ensure that the Department delivers the highest level of service to the citizens of Charlottesville.

The division develops training materials, organizes classes, assigns online training classes, establishes and supports career development courses, provides testing of candidate apparatus operators, and maintains quality control of required training records.

Operations Staff Training

28,819 Total Training Hours in 2017
An average of 328 hours per member

- 13,325 hours - Company Training
- 12,158 hours - Off-Site Training
- 1,121 hours - Hazardous Materials Training
- 1,068 hours - Facility Training
- 437 hours - Technical Rescue Training
- 446 hours - Driver’s Training
- 264 hours - Officer’s Training

129 Individual Certifications Earned in 32 Distinct Competencies
As a department within the City of Charlottesville, CFD operates within the confines of the City’s revenue stream and budgetary rules and regulations. The total operating budget for the Department for fiscal year 2017 was $11,092,277. The FY2017 budget increased 8.7% overall from the FY2016 budget. The majority of this increase was due to an increase in salary and benefit costs associated with increased health care and retirement costs. Additionally the City provided a 2% cost of living increase for all full-time employees in FY2017.

Personnel costs (salaries and benefits) accounted for 82%, or $9,062,678, of the total budget. The remaining 18% or $2,029,599 of the total budget was used to support the daily operations of our three stations (60,000 total square feet of facilities) and a fleet of thirty (30) heavy and light duty vehicles/apparatus and equipment.

Cost recovery for services was realized through three major revenue sources which combined to account for 5.9% of the total expenditures for the Fire Department. As the sole provider of fire services to the University of Virginia community, the contracted amount of revenue the University provides the Fire Department ($290,872 in FY17) accounts for the largest percentage of the cost recovery annually.

Other sources of revenue include a contract with Albemarle County ($186,00 in FY17) to provide fire services to a limited part of the County, Virginia state assistance ($31,017 in FY17) and funding from the Charlottesville-Albemarle Rescue Squad (CARS) to cover the staffing costs ($130,000) associated with providing two daytime CFD Medics Monday-Friday on CARS ambulances.
## BUDGET SUMMARY

<table>
<thead>
<tr>
<th>Funding Summary</th>
<th>FY 14-15 Actual</th>
<th>FY 15-16 Actual</th>
<th>FY 16-17 Actual</th>
<th>Incr/Dec</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES AND BENEFITS</td>
<td>$8,093,925</td>
<td>$8,492,833</td>
<td>$9,062,678</td>
<td>$696,845</td>
<td>6.70%</td>
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<tr>
<td>OTHER EXPENDITURES</td>
<td>$1,686,205</td>
<td>$1,708,638</td>
<td>$2,029,599</td>
<td>$321,961</td>
<td>18.78%</td>
</tr>
<tr>
<td>GENERAL FUND TOTAL</td>
<td>$9,780,130</td>
<td>$10,201,471</td>
<td>$11,092,277</td>
<td>$890,806</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

### STAFFING SUMMARY (FULL TIME EQUIVALENTS)

<table>
<thead>
<tr>
<th></th>
<th>FY 14-15</th>
<th>FY 15-16</th>
<th>FY 16-17</th>
<th>Incr/Dec</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL FTE'S</td>
<td>91</td>
<td>91</td>
<td>94</td>
<td>+3</td>
<td>3.3</td>
</tr>
</tbody>
</table>
Stations

In order to achieve quick access and rapid emergency responses for the city and University of Virginia, CFD continually works to maintain and plan for strategically located fire stations across the city.

The number and location of fire stations plays a significant role in determining emergency response times and, consequently, the quality of the Department’s fire, rescue and EMS services. CFD currently maintains three stations.

RIDGE STREET RENOVATION

Demolition for the Ridge Street Station Renovation Project began in July 2017.

The project includes expanding the footprint of the existing kitchen from around 440 square feet to 880 square feet and converting the five large co-ed bunk rooms into 14 private individual rooms. Phase I of the project was completed the week of December 18, 2017.

The station has remained fully operational throughout the project.
Maintaining a fleet of emergency response apparatus and support vehicles that provide safe, effective, and reliable service delivery is critical to supporting the mission and emergency service obligations of the department.

In 2017 CFD added two new apparatus to the fleet: Truck 9, placed in service December 7th, 2017; and Fire Medic 10, placed in service January 1st 2018. Both pieces of apparatus were dedicated February 2nd, 2018.

Fire Medic 10 is the first ambulance that CFD has added to the fleet in 50 years. The addition of the ambulance will help meet a growing demand to provide around-the-clock medical services in the City of Charlottesville.

Fleet

Truck 9 is a Pierce tandem-axle, severe-duty, tractor-drawn aerial with 105’ ladder. Truck 9 further enhances the Department’s capabilities for firefighting, vehicle rescue, rope rescue, elevator rescue, machinery rescue, and structural collapse stabilization and rescue.

Fire Medic 10 is a 2017 Type I mounted on a Ford four-wheel drive chassis. The unit boasts state of the art features such as mobility track seating that allows the providers to be seated and buckled while providing continuous care.
Fire Suppression

Charlottesville Fire Department’s Operations Section is responsible for the day-to-day emergency services of fire suppression, rescue, Hazmat, and emergency medical services.

All emergency calls for service are processed through the Emergency Communications Center (ECC). The ECC is jointly funded by the City, Albemarle County and University of Virginia. It is staffed by communications officers employed by Albemarle County.

The Operations Section consists of three fire stations distributed across the City. In 2017 there were four staffed engines, one staffed ladder truck, and one staffed tower ladder/quint (operating primarily as a ladder truck). Each engine carries a minimum of 500 gallons of water and has a minimum pump capacity of 1,000 gallons per minute (GPM), to ensure adequate fire flow.

The Department maintains a minimum operational staffing requirement of 21 total shift positions on duty each day for each shift including four officers. There are a total of 78 personnel in operations assigned to a 56-hour workweek.

Automatic mutual aid ensures that an adequate amount of resources are assigned to each incident in the event that Department units are not immediately available. The City is a member of the Commonwealth of Virginia Statewide Mutual Aid Agreement that assists local governments with large-scale emergencies and disasters. The Department operates within the guidelines of the National Incident Management System (NIMS) while managing emergency incidents in the City. Standard operating procedures exist for fire ground and emergency operations.
Emergency Medical Services

EMS First Response

The Department provides first response emergency medical services to the City and the University of Virginia. EMS first response from each of the three fire stations allows the department to get trained emergency providers to the scene of critical emergencies quickly.

All Department personnel are trained at the minimum to the Basic Life Support (EMT-B) care-provider level. In 2017, CFD had 29 Medics on staff.

Emergency Medical Services System Improvement Strategy (EMS SIS)

The objective of the City’s EMS SIS is to provide for a consistent and effective delivery of high-performance emergency medical services.

The strategy is designed to support a robust combination career-volunteer EMS transport system for the community, and also provide for the health and safety of responders in all-hazards environments.

The pillars for the City’s EMS SIS are; an EMS transport cost recovery program, dedicated operational funding for CARS, 24 hour CFD medic unit staffing, and increased EMS system infrastructure support.
Special Operations

Technical Rescue

“Technical Rescue” refers to the aspects of saving life or property that employ the use of knowledge, skills, and abilities that exceed those normally reserved for firefighting and EMS responses. By their nature, technical rescue incidents involve a high degree of risk because they happen so infrequently and require very specialized skills that must be practiced frequently. Training for technical rescues requires a commitment from both the individual and the department to maintain the required level or readiness.

CFD hosted several technical rescue courses in 2017. These classes are held at the Fontaine Station, which is a state-of-the-art facility for technical rescue training. Those classes included: Introduction to Technical Rescue, Confined Space Rescue Operations, and Rope Rescue Operations.

Combining resources and personnel allows for joint training and operations under a common set of standard operating procedures. It also increases overall rescue capability by having more highly skilled rescuers and specialized equipment able to respond to technical rescue incidents regardless of location.

CFD, ACFR, and CARS have combined forces to work towards building a regional technical rescue team capability.
HAZARDOUS MATERIALS RESPONSE

“Hazardous Materials Response” encompasses the emergency response to incidents requiring the mitigation of radiological, biological and/or chemical materials.

Since April 2005, CFD has worked collaboratively with ACFR and UVA to coordinate regional Hazardous Material (Hazmat) response coverage - this group is known as the “Hazmat Team.”

Duties of the Hazmat Team include assessment for initial life safety hazards, containment of the hazardous situation, and the protection of the environment; provision of decontamination services that may include the surrounding population; coordinating evacuation operations if necessary; and monitoring clean-up activities.

The Hazmat Team and equipment are housed at the Fontaine Fire Station (CFD), Station 15 in Ivy (ACFR), Station 4 in Earlysville (ACFR), and Station 7 in Scottsville (ACFR).

The Department’s hazardous materials responses involve limited hazardous materials clean-up activities. Once the Hazmat emergency is mitigated, for any leak or spill above a routine vehicle accident, the responsible party (RP) is then required to obtain a qualified contractor for the cleanup of the incident.

The specialized Hazmat units (Engine 10, Hazmat 1 and Trailer, ACFR Engine 151) carry equipment for detection, identification, spill/leak control, suites entries, and decontamination.

All engine companies carry basic absorbent materials for fuel spills and are trained to provide gross decontamination. All Department personnel are trained to the hazardous materials awareness and operational level in accordance with NFPA.
The fire department exists not only to respond to emergencies after the fact, but to prevent or reduce the effects of their occurrence in the first place.

The Department’s Community Risk Reduction Section works to accomplish risk reduction objectives through four core program areas: Fire Inspection, Fire and Life Safety Education (FLSE), City Resident Free Smoke Alarm Program, and Fire Investigation. CRR works together with a variety of community organizations to reduce risk for all Charlottesville residents.

**Fire Inspection**

The Fire Marshal Office (FMO) conducts routine inspections of a variety of buildings throughout the city, including schools, hotels, restaurants, and factories.

In 2017 the FMO made 429 first visits and 759 total visits, which includes follow up visits to confirm that issues causing violations have been corrected.

Through the Shift Safety Survey Program, CFD operations personnel visit residential and commercial structures in the City to ensure that existing buildings meet the fire prevention code requirements and are safe for occupants.

**Fire & Life Safety Education**

The Fire and Life Safety Education Program (FLSE) provides information about CFD and delivers fire safety messages that are age specific and designed for individual group settings.

The program responds to requests from the Charlottesville community such as station visit request from school and daycare programs, drafts press releases for the local media, and participates in community activities like the University of Virginia safety fair.

**Free Smoke Alarm Program**

CFD provides smoke alarms to all residents in the city. 179 smoke alarms were installed for city residents in 2017. CFD is currently installing the First Alert Maximum Protection 2 Smoke Sensor Detector with Smart Sensing Technology.

**Fire Investigation**

The investigation of fires has a direct impact on the prevention of future similar fires. By identifying the cause of an accidental fire, state and local governing bodies can educate the public or create code to prevent such future events. Some examples of codes established from past fire events are sprinkler systems, fire alarms, fire resistant construction, and streets wide enough to accommodate fire apparatus.
**Risk Assessment**

Through data analysis, CFD utilizes a broad spectrum of internal and external data to increase the Department’s understanding of and ability to prepare for a variety of risks and threats to citizen safety.

As part of its fire risk assessment methodology, CFD considers building occupancy—how many people are likely in a building at any given time. Data on commuter destinations enhances CFD’s understanding of how risk changes in the city during the day and at night.

As a regional hub for employment and services, Charlottesville’s population swells during the day as commuters enter the city. Population increases are especially notable in the central and northern portions of the city based on economic activity downtown, on UVA grounds, and along the US-29 North corridor.

**Daytime vs. Nighttime Populations in Charlottesville**

In 2014, Charlottesville netted over 18,581 “in-commuters” daily. Red dots on the map to the left represent net gains in population during the day while blue dots represent net losses in population. Dots are proportional to the net gain or loss of daytime population.
During the 2017 calendar year the Department responded to 6,535 calls for service.

61% of these incidents were Emergency Medical Service (EMS) emergencies; 4% were fire emergencies; and 35% were a mixture of responses to alarm activations, motor vehicle accidents, gas leaks, special rescues, weather-related incidents, and a variety of non-emergency public service related incidents.

The table below illustrates the changes in call volume for the Department from 2015-2017. In 2017 the call volume was highest for the three year period, increasing by nearly 3%.

The calls for service showed an increase over the 2016 level due to an increase in fire and EMS service demand.

Between 2016 and 2017 the number of reported fire incidents showed a slight increase. Other incident types showed a decline from 2016 to 2017 of 18%.

An 8.6% overall increase of incidents run by CFD between 2015 and 2017 reflects both an increasing population and shifting dynamics within the current population such as aging in place.

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<tr>
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</thead>
<tbody>
<tr>
<td>Fire</td>
<td>154</td>
<td>190</td>
<td>232</td>
<td>18%</td>
</tr>
<tr>
<td>EMS</td>
<td>3,351</td>
<td>3,430</td>
<td>3,983</td>
<td>14%</td>
</tr>
<tr>
<td>All Other Incident Types</td>
<td>2,468</td>
<td>2,734</td>
<td>2,320</td>
<td>-18%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,973</td>
<td>6,354</td>
<td>6,535</td>
<td>3%</td>
</tr>
</tbody>
</table>
OTHER INCIDENT TYPES

A significant percentage of the department’s workload falls into the condensed incident summary category, “Other Incident Types.” While these incidents declined from 2016, they still compose over 1/3 of the Department’s total incidents workload.
**Performance Summary Report**

In pursuit of its mission and in alignment with the City's Performance Measurement Management Program (P3), CFD regularly tracks performance metrics and engages in a process of regular program review and evaluation.

The table below contains Department performance outcomes for years 2012 – 2017. These outcome measures have been carefully chosen as they represent measures that are the most commonly benchmarked against industry standards.

**Charlottesville Fire Department P3 Outcome Measures**

<table>
<thead>
<tr>
<th>Measure Description</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimize Fire Related Fatalities and Injuries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City fatality rate per 10,000 population (over 5 year average)</td>
<td>0.04</td>
<td>0.04</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Fire-caused city civilian fatality rate per 1,000 population per year</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Fire-caused city civilian injury rate per 1,000 city population per year</td>
<td>0.09</td>
<td>0.09</td>
<td>0.06</td>
<td>0.06</td>
<td>0.13</td>
<td>0.06</td>
</tr>
</tbody>
</table>

| Minimize Economic Loss Due to Fire                                               |      |      |      |      |      |      |
| # of fire incidents occurring in the city per 1,000 population per year          | 3.94 | 4.56 | 3.45 | 3.22 | 3.87 | 4.95 |
| Direct fire loss per $10,000 assessed value of protected property                | $1.79 | $4.01 | $0.99 | $0.68 | $1.25 | $3.87 |
| City fire loss per capita                                                         | $24.73 | $54.36 | $13.92 | $9.54 | $18.10 | $70.08 |
| # of structure fires per 1,000 population per year                              | 1.59 | 2.25 | 1.79 | 1.46 | 0.71 | 2.52 |

| Provide Rapid, Efficient, and Effective Response and Deployment to Fire Incidents |      |      |      |      |      |      |
| % of fire incidents with 1st unit arrival on scene within 6 minutes or less from time of dispatch | 75% | 81% | 77% | 84% | *84.2% | *86.9% |

| Provide Rapid, Efficient, and Effective Response and Deployment to EMS Incidents  |      |      |      |      |      |      |
| % of EMS incidents with 1st unit arrival on scene within 6 minutes or less from time of dispatch | 78% | 79% | 76% | 77% | *77% | *46.9% |

| Minimize the Occurrence of Incident-Related Firefighter Injury                   |      |      |      |      |      |      |
| Firefighter injury rate per incident                                             | 0.005 | 0.01 | 0.005 | 0.00 | 0.01 | 0.02 |

| Minimize the Occurrence of Incident-Related Firefighter Death                    |      |      |      |      |      |      |
| Firefighter death rate per incident                                              | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

*In 2016 CFD implemented the Emergency Response Performance Benchmarks at the 90th Percentile. The percentage of Fire Incidents with 1st unit arrival on scene within 6:20 or less and the percentage of EMS incidents with the 1st unit arrival on scene within 6:00 or less from the time of notification at the Emergency Communication Center.
Strategic Plan

In the summer of 2015 the Charlottesville Fire Department conducted a community-driven strategic planning process that involved input from both internal (fire department members and other city department representatives) and external (the community and area partners) stakeholders. As a result of this week-long workshop our 2015-2020 strategic plan was created and contained nine major goals.

Within each of the goal areas are defined objectives with desired measurable outcomes. In order to establish that our strategic plan is achieving results we have been implementing and integrating performance measurement data as part of the plan.

This integrated process is based upon the following:

- 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 within the organization.

The use of a data driven model to monitor the performance of the plan is how we measure and remain accountable for its progress and successes.

GOALS

1. Create organizational clarity by providing a framework for organizational purpose, direction and administration.
2. Develop, support and foster the overall health, wellness and safety of our fire department family.
3. Invest in greater member performance thorough workforce development initiatives.
4. Develop a process for clear, timely and accurate internal communication of information.
5. Establish policies and procedures for delivery of clear communications to our external customers.
6. Plan for and mitigate all emergencies within our community.
7. Develop and maintain a sustainable technology plan to support a data driven organization.
8. Develop a physical resource management plan that supports our mission.
9. Develop and maintain a comprehensive and proactive Community Risk Reduction plan.