Fire and Rescue Department
2023-2025 Strategic Plan Scorecard

Goal 1: Provide the highest quality services to protect the lives, property, and environment of our community.	Completion Date	Leads AC Shaw	Status	Status as of December 2023
Objective 1A: Ensure service delivery aligns with FCFRD mission and matches the needs of the community.				
1A.1 Reassess and modify dispatch algorithms as appropriate to ensure rapid high quality service delivery with the most efficient use of resources.	2023	**Tamillow**	Completed	• Added a second transport unit to all structure fire dispatches. • Added a second safety officer to a RIT Task Force event and removed a safety officer from shootings and stabbings. Added a safety officer to all Metro incidents.
1A.2 Reassess and ensure proper allocation and placement of emergency response resources (Ambulances, Medics, Trucks, Rescues, Tankers, etc.)	2022	**Tamillow**	Completed	• January 2022: Converted 12 medic units to BLS (see G.O. 2022-002). • Placed FS444 in-service, including E444 and M444 (relocated R401 to 444). • December 2022: Changed ALS provider staffing between A425 and M409B to account for increased ALS patient call volume in Battalion 401.
	2024		Completed	• Assessing additional medic unit conversions. 8 ALS transport units to converted to BLS. Conversion completed Jan. 2, 2024 for total of 20 BLS units and 23 medic units.
1A.3 Explore opportunities to develop, partner, and expand alternative EMS and non-emergency medical service delivery models.	2023	**Warner/ Barb**	Completed	• Marcus Alert (Fairfax Behavioral Health Crisis Response System) went online for level one and two mental health emergencies on June 28, 2023. • The second Community Response Team (CRT) was implemented in April 2023. • Co-Responder increased for a total of 4 teams staffed with a police officer and clinician to handle mental health emergencies. • Remote clinicians from the RCCC now respond to the patient eliminating PD and FRD necessity to handle the call for non-suicidal, homicidal patients.
			In progress	• Goal is to gradually work towards a community paramedicine program in partnership with the FXCO Health Department (Target - July 2028).
1A.4 Develop and implement all hazard Quality Assurance/Quality Improvement program.	2023	**Tamillow**	Completed	• DASM developed a Fire QA application deployed at all working incidents (RIT TF is trigger) where 10 performance metrics will be measured. The data will be stored in a data warehouse and depicted on a training dashboard for all personnel. All training completed. • Survey123 app developed to track firefighter vital sign data while at Rehab and document exposure reports on-scene. Fire QA and Survey123 applications are live.
Objective 1B: Implement strategies to achieve a sustainable resilient workforce to ensure highest level of emergency services and maintain safe staffing levels.				

1B.1 Review and analyze minimum staffing requirements.	2023-2024	**Tamillow /Luong**	Completed	• Conversion of 8 additional ALS transport units to BLS approved by OPS.
				  o Will result in the daily deployment of 23 ALS transport units and 20 BLS.
				  o Daily minimum staffing of 363 will be maintained, but daily paramedic minimum staffing will be reduced from 98 to 90.

			In progress	• Review and analysis of sustainable ALS delivery models continuing; DC Warner, OMD

1B.2 Identify, codify, and implement an adequate staffing/relief factor.	2023-2024	**Tamillow**	Completed	• Updated staffing factor methodology & programmed into shared excel document.
				• Staffing Factor Study – *Completed*.
				  o Document shared with Tamillow, Thompson, Barbour for review (*2.5.2023*).
				  o FOCUS unable to provide needed leave data.
				  o WFTS leave data for FY22 used.
				  o Staffing factors determined by rank.
				  o Average staffing factor = 4.02, an increase from 3.75 in FY18
				• FY22 staffing factors indicate 460 occupied positions are needed per Shift to support current minimum staffing levels.

1B.3 Align position allocation with service delivery model.	2023-2024	**Tamillow/ Luoug**	Completed	• FRD Position Audit o Current FRD workforce audited to identify the total position count allocated to minimum staffing: 1309, approx. 436/Shift. • Functional Staffing Model – *Completed*.

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			 	• HR planning document and timeline needed to coordinate position reclasses and FOCUS reorganization.
1B.4	Codify workforce planning process to ensure collaboration of all Bureaus in vacancy management.	2023-2024	**Tamillow**	In progress	• Created mechanism to track all anticipated battalion and deputy chief retirements within the monthly promotions/transfers worksheet for succession planning. • Created mechanism to solicit OPS' personnel interest and support FRA details/transfers to support Basic Training staffing needs.
1B.5	Develop adequate support staff workforce planning modes for all divisions.		**Gardner/ Grove**		
Objective 1C: Develop and implement a community risk reduction (CRR) strategy maximizing department resources and leveraging external partnerships.					
1C.1	Conduct a community risk assessment (CRA) to identify leading risks.	Jan. 2023	**Morrison**	Completed	• CRA was completed in January 2023 and rolled out to internal and external stakeholders. Modification to CRA in process to include race and ethnicity data at the Station/Demand Zone level which is an essential component of the CRR Communications Plan.
1C.2	Create a CRR Plan with strategies to address the identifies risks.	April 2024	**Barb/Murphy**	In progress	• CRR plan targeted for April 2024. The plan will include a FRD workgroup comprised of CRR, DASM, FCEIE, and FRD OPS personnel. The CRR plan will be presented in May at the IChiefs CRR conference.
1C.3	Implement the CRR Plan with a focus on vulnerable populations.	May 2024	**Barb/Murphy**	In progress	• Identification of vulnerable populations is in progress (i.e., trailer home residents with special intervention for Spanish-speaking trailer home residents). The CRR Plan will identify target vulnerable populations.
1C.4	Evaluate the results and adjust as needed.		**Barb/Murphy**		

Goal 2: Enhance and innovate high quality, comprehensive professional development education and training programs.		Completion Date	Leads AC Walser	Status	Status as of December 2023
Objective 2A: Continue to evaluate training program content and delivery, seeking opportunities to employ alternative instructional methods.					

2A.1	Identify and implement strategies where possible to decentralize operational training.	2023	**Edmonston Key/Flint/ Galvez**	Completed	EMS:
					  o Decentralized ALS PALS and CPR training.
					  o Bi-monthly courses to Company Officers for CUs.
					Basic/Field:
					  o Acquired structures program is decentralized and reduces facility impacts at the FRA.
					  o Driver training at the Battalion and Station level.
					  o Hybrid offering (Academy/Virtual) for Volunteer training.
					  o Probationary FF Program quarter four module has been decentralized in OPS.

2A.2	Facilitate instructor development in merging instructional models.	2023 2024	**Edmonston**	Completed In progress	• Develop instructor update process. 50% Onboarding process for instructors completed. • Instructor I Curriculum includes delivery of virtual training vs traditional methods. • Similar updates to Officer 1 and 2 Curriculum in process. • Pro/Dev purchased OWL 360 Camera for incorporation into all programs. This will allow virtual training and student make-ups.
2A.3	Evaluate mandatory training and required certifications.	2023 2024	**Edmonston**	Completed In progress	• Analysis of mandatory training and required certifications to assess with SLT. • Driver Training Unit holding 4 Driver Pumper Operator and 4 Driver Aerial Operator classes during 2023. This certification training better prepares them as apparatus drivers. • NFPA certification courses are tied to promotions. • Professional Development Resource Manual needs to be finalized.
2A.4	Research alternative solutions for delivery of certification classes while meeting accreditation and regulatory standards.	2023	**Edmonston**	Completed In progress	• EMT Program – VA Office of EMS completed accreditation process. (1st of 5 yrs) • Researched alternative solutions for delivery of certification classes. • Waiting for appropriate funding for implementation.
2A.5	Expand online self-study resources for all officer positions.	Mid-2023 2024	**Edmonston**	Completed In progress	• Delivery of online self-study resources for Lt and Captain positions. • Delivered first promotional exams study session in 2023. • Second delivery will occur in Spring of 2024 for Apparatus Tech promo exam.

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Objective 2B: Enhance and maintain perishable operational knowledge and skills.				

2B.1 Evaluate and enhance delivery content to be cutting edge and industry leading in:
• EMSCEP
• Basic Core Firefighter skill sets (Hose, Ladders. Search, Forcible Entry)
• Incident Simulations
	2023
	
	2024
		Edmonston Key/Flint/ Galvez	Completed
			
			In progress
				Basic/Field:
				   o Using data from acquired structures live fire training to update NFPA 1403.
				   o Hose training includes an abbreviated version of Nozzle Forward curriculum.
				Recruit Schools:
				   o Include more incident simulation training (80+ EMS and 50+ Suppression)
				EMS:
				   o Assessing moving EMSCEP to Basic Training Model.
				   o Integrating EMSCEP with TROT and HAZMAT training.
				   o Plan to Upgrade Immersive Room; Virtual reality training. (Depends on funding.)
				   o Working with Basic/Field Training using Lifecast Mannequins.

2B.2 Develop a structured continuing education program for Firefighter, Driver/Operator, and Fire Officer. • Define a recertification/retraining period for each rank • Define minimum required annual training topics • Define required training topics to be covered in a recertification cycle	2023 2024	**Edmonston**	Completed	• Gathered data for NFPA 1403 to submit to Committee. • Assessing NFPA standards, minimum competencies, and position class specifications for Firefighter, Driver/Operator, and Fire Officer to develop continuing education programs**.** • Incorporated probationary Lt. Requirement to participate in recruit scenario training – finalizing with recruit training.
2B.3 Research, develop and deliver education and continuing education programs on: • Building Construction • Fire Behavior • Fire Stream Management and Suppression Methods and Tactics	2024	**Edmonston**	Completed In progress	• Professional Development developing content and delivery platforms for Building Construction at all ranks. College level Command Officer training released in 4Q 2022. • Fire Behavior training is built into Acquired Structure Program with live fire training. Incumbents train on fire behavior in residential and commercial fires. 8 structures were utilized in the second half of CY2022. Plans to continue in CY2023&24. • Field Training and Health Programs Sections partnered with George Mason University on conducting research and collecting data with incumbent firefighters' physiological responses during live fire training with the acquired structures live fire training. • Fire Stream Management and Suppression Methods and Tactics was conducted during 2022 FORCE4 training utilizing Master Streams. A continuation of this will occur during OARS training in the first half of 2023. • Collaboration with NOVA and Metro Region Departments on developing content and delivery of Lithium-Ion Batteries and Electric Vehicle fire training in 2023.
2B.4 Research & develop a volunteer apprentice program. *(To align with career programs)* • Research other apprentice programs • Define criteria for volunteer apprentice program • Implement volunteer apprentice program		**Katz /Training Coordinator**	In progress	• Aligning volunteer offering of FF I/II aide programs with FF I/II curriculum delivered in Basic Training to career recruit FFs. Inclusive of updated NFPA 1001 JPR skill-sheets. • Also aligning with BLS aide program.
Objective 2C: Enhance and ensure continuous delivery of Officer Development Academies.				

2C.1 Review delivery model to ensure program duration, content and timeliness of delivery and external influences (staffing, need for DOOPs) align for sustainable and consistent success.	2023	**Alvaro**	Completed	• FRD incorporates shift-friendly training schedules and flexible class timelines. The training schedule is posted on SharePoint for the entire year.
				• Delivery model is constantly under review and meets the needs of the adult learner.
				   o Timing
				   o Work/life balance
				   o Staffing
				   o DOOPS
				   o Instructor cadre (recruitment/retention of instructors is an ongoing challenge)
				   o Classroom space (recruit schools, EMSCEP, Field Training – all compete for resources)
				• External influences will need to be defined further. (Continuous improvement planning)

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2C.2 Reassess and enhance curricula to institutionalize best practices to include:
• Leadership, Coaching and Mentoring
• Operational proficiency
• Small Unit Management
• Conflict Management and Resolution
	2023-2024	**Alvaro**	Completed	• Curricula review is an ongoing process that is continually reviewed. A best practice approach is applied to viewing programs through the lens of DOJ, ODT, CA, ADR, external partners, and OHREP.
				• Certification programs are now JPR based and follow NFPA standards.
				• The conflict management program is ready to be delivered as a pre-promotional requirement and was presented to Senior Staff before the CBA process. The decision was not to move forward. This program has been identified in the cultural assessment and has yet to be completely integrated within the FRD. FRD's program is accepted as the industry standard across the country and is shared with external partners. In mid 2023 – FDNY, LACFD, LAFD, DCFEMS, & other metro departments adopted our CM program.
				  o Incorporated into recruit training as a mandatory lecture- awareness level CM.
				  o Incorporated into Lt. ODA as a mandatory lecture – Conflict Management Intro.
				• COST training is a collaborative effort with Operations and is delivered twice a year.
				  o Tabletop MCI training is now in development as part of a Prof Dev initiative.
				  o Hostile event training with PD is in development as part of a Prof Dev initiative.

			In progress	• Leadership seminars are cost-dependent. FRD is pursuing speakers for the 2024 calendar.
				  o Recent AOL class with NFA was canceled due to low enrollment. (Trend?)
				• Leadership lectures are currently incorporated into all ODAs.
				• Leadership is incorporated into recruit training as a series 1.0 & 2.0.
				  o Curriculum was recently updated.
				  o Building instructor cadre ongoing.

2C.3 Secure adequate funding to expand and sustain officer development for new and veteran officers.	2024	**Alvaro**	In progress	• Further agency research and commitment needs to be explored with this objective. o Need to pursue additional grant-funded opportunities. • Long-term incorporation as a stand-alone product that is not tied to current courses.
Objective 2D: Research, develop, and implement a comprehensive mentorship program.				

2D.2 Research effective mentorship programs.		**Edmonston Alvaro/Key/ Flint/Galvez**	In progress	• Fairfax County Government has a long-standing structured mentorship program:
				  o County OD&T manages the program.
				  o Training mentors is a must.
				  o Realization that not everyone can and should be a mentor.
				• FRD has an informal "coaching" program when probationary FFs enter the field. This informal program existed for years and is tied to completing probationary requirements.
				• FRD has an informal "coaching" program when a Lt. enters a probationary period. This program existed for six years and is tied to completing probationary requirements.
				• Research must be conducted nationally to determine if effective programs exist.
				• Additional research should be conducted in private and non-profit organizations and within the military community to determine if effective programs exist.
				• Clarification must occur between Mentoring and Coaching as they are not the same.
				• Recent Pilot Mentoring Program submitted to FCEIC group – 7/20/2023.
				  o Establish a FIRE & RESCUE mentor group under County OD&T.
				  o 1st cohort to sign up is solicited by this group (20-40 of all ranks)
				    ▪ They establish a profile.
				    ▪ Begin mentor training program.
				    ▪ Complete a 360 Evaluation
				    ▪ Complete a DISC assessment.
				  o Once this is completed, 90 days (approximately)
				    ▪ Review any issues/concerns.
				    ▪ Adjust the program as needed.
				  o Then open the program to mentees (proteges)
				    ▪ Defined registration
				    ▪ Informational Bulletin produced.

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				○ After the program is in place (total of 150 days)
				   ▪ Review any issues/concerns.
				   ▪ Adjust the program as needed

2D.3 Identify intended rank (Firefighter, Officer, and/or Chief Officer) for mentorship program.		**See above**		• This objective is directly connected to 2D.2.
2D.4 Develop program structure for each identified rank.		**See above**		• This objective is directly connected to 2D.2.
2D.5 Implement mentorship programs.		**See above**		• This objective is directly connected to 2D.2.
Objective 2E: Create a succession plan for staff positions to provide more opportunity, allow for continuity of operations, and enhance professional development.	12-18 months	**Tamillow/ Aides**		
2E.1 Identify key positions that require a definitive succession plan within one to three years.	2023	**3 Aides**	In progress	• Senior Staff personnel in DROP: 2 ACs and 4 DCs. • Create process for uniform and civilian hiring and succession planning processes.
2E.2 Research, develop, and implement best practices to ensure continuity of operations.		**3 Aides**	In progress	• Consider process of three-month notification when staff personnel want to promote/retire/return to field. • Evaluate cost to dual encumber staff positions for one-month to transfer knowledge. • Consider selection deadline prior to the former staff member vacating their position. • Weight positions for time needed for effective transition (AFC aide vs other positions).
2E.3 Research, develop, and implement best practices to ensure equal opportunities and enhance professional development.		**3 Aides**	In progress	• Collaborate with employee groups to bolster relationships with key demographics to grant equal opportunities to all employees. • Collaborate with ProDev.
2E.4 Identify core competencies and mandatory certifications for each identified position.		**3 Aides**	In progress	• Decide upon and publish the Professional Development Resource Guide (pre/post promotion requirements), currently in review. • Ensure PDRG is simple and does not inhibit personnel for taking promotional exams.
2E.5 Update position descriptions as needed.		**3 Aides**	In progress	• Review PDs to ensure all descriptions match actual requirements. • BFC EMS (BLS/ALS providers welcome). • Create PD for DFCO Aide (currently none).
2E.6 Create realistic job preview of positions.	March 2024	**3 Aides**	In progress	• ProDev's job preview workshop. • Expand MaryAnne's position to include "Professional Development Advisor". • NeoGov review process to qualify personnel to participate in a promotional process. • Implement the Position Assessment and Career Development Guide (PACDG), currently in draft form but should be published by March 1, 2024.
2E.7 Re-evaluate succession plan as needed.	Dec. 2023	**3 Aides**	In progress	• Ensure compensation attracts personnel to daywork positions and off-sets holiday pay loss. ○ Have Fiscal conduct a cost analysis of uniformed day-work personnel coding FOCUS for regular work hours <u>and</u> holiday pay during county holidays, like their field colleagues, reducing the pay disparity that uniformed day-work personnel feel when transferring to staff and not receiving holiday pay. This would be for AC/FC/CBA consideration. • Document pros of a staff job: learning, professional development, budget staffing, leave. • Incorporate all succession planning-related recommendations within the PACDG.
Objective 2F: Research, develop, and propose equity and implicit bias training for FCFRD personnel.				
2F.1 Research and identify potential vendors to give formal training to the FCFRD workforce in the importance of implicit bias.		**Murphy**	On Hold	• Potential vendors identified. Recommendation to hire vendor that conducted implicit bias training for Fairfax County Police Department. • Training On Hold due to funding; possible $93K split in FY2024/FY2025.
2F.2 Collaboration for the development of the training by all vested parties in FCFRD.		**Murphy**	On Hold	• Collaboration will include Senior Leadership, FCEIC, and Employee Groups. • Submitted proposal for 34 Listening Sessions for FY2024/FY2025.
2F.3 Develop annual survey surrounding training to track its effectiveness and address any findings.	2024	**Murphy**	In progress	• Informal surveys ongoing by including questions at Equity Breakfast Conversations at fire stations (2-3 per month.). Summary of informal survey by end of 2023. • Evaluating including equity-related questions in other FRD surveys.
Goal 3: Recruit, hire, retain and promote a highly qualified, diverse workforce.	**Completion Date**	**Leads AC Reed**	**Status**	**Status as of December 2023**

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Objective 3A: Review current strategies for recruitment of new hires to identify areas of improvement with a focus on equitable enrollment.				
3A.1 Increase social media presence, evaluate new platforms, collaborate with colleges and universities, partner with county agencies, and increase visibility in the community.	2023 2024	**Brantley**	Completed In progress	• Public Safety Job Fair held in Summer 2023. New 2023 campaign with large yard signs. • Collaboration with universities and Public Safety agencies (Police Dept.) ongoing. • Collaboration with PIOs; emphasis on *"We Are Hiring"* on all appropriate posts. • Collaboration for additional recruitment-based videos for social media and new website. • Workforce planning - Communications Specialist for Section.
3A.2 Assess third party marketing/media vendor to enhance market exposure.	Summer 2023	**Brantley**	Completed	• 3rd party vendor selected to develop social media campaigns for Public Safety agencies.
3A.3 Assess streamlining recruitment process to be competitive with other jurisdictions.	June 2023	**Brantley**	Completed	• Application process has been reduced from 12 to average of 5 months. The applicant steps are the same, but the processing time decreased. CPAT is offered 4-5 times per month. • Reduced eligibility list from 24 to 12 months so applicants can reapply sooner if not hired. • Quarterly Recruit Schools help FRD be competitive with other jurisdictions. • Under a trial period, the written exam is now a strength-based assessment versus a "pass/fail" assessment - continuation of a "whole person" approach. • 10k Sign-on bonus for FF/Paramedic; working towards a hiring bonus for FF/EMT.
3A.4 Create on online Personal History Statement (PHS).	Dec. 2023	**Brantley**	Completed	• The PHS is fillable and may be completed from mobile devices. • The PHS can now be uploaded directly to NeoGov with the application (streamlined).
3A.5 Utilize online written exam programs.	2024	**Brantley**	In progress	• Researching various written exam platforms to implement. Options limited. • Budget not available to purchase 50+ computers needed to automate exam. • Evaluate offering written exams more frequently to speed up application process. • In Feb. 2024, written exams will be offered weekly - altering hours and days of week to be most accommodating to applicants.
3A.6 Increase applicant accessibility to recruiter.	Dec. 2023	**Brantley**	Completed	• Developed a "contact a recruiter" feature and emails will be answered rapidly. • Created a new inbox for the recruiters to communicate with applicants - *Fire.JoinFCFRD.* This increases accessibility and promotes additional conversation.
3A.7 Partner with Data Analytics to develop infrastructure for data analysis and applicant rating.	Dec. 2022 2024	**Brantley**	Completed In progress	• Infrastructure completed. Real-time data to analyze applications by zip code, EEO, gender including hire/not hired. Goals: 1. Make informed decisions on areas to recruit & increase diversity. 2. Monitor the process for bottlenecks and patterns in pass/fail/dropout rates. 3. Automated system improves efficiency of rating applicants. • Developing the Recruiter's Outreach platform. A daily report will be generated of every applicant and their current step in the process. This platform will be the guide for outreach. • Developing a Survey123 application for the recruiters. Recruiters will create an entry for each event they attend which will aid in data collection on outreach events.
3A.8 Improve Applicant Retention.			In progress	• Recruiters will make phone calls to all applicants each time they progress into a new step. (Pre-data for applicant retention exists to analyze against.)
3A.9 Create a diverse Recruitment Workgroup.			In progress	• Workgroup will review the current recruitment practices, locations, and events, as well as explore systematic options to improve exposure and reach.
Objective 3B: Analyze incentivizing department staff positions.				
3B.1 Explore ways to bridge pay gap between field and staff positions.	Dec.2023	**Grove**	Completed	• The new CBA addresses this objective. Article 75: Premium and Differential Pay Rights Sec 75.1 Day Work.
3B.2 Identify skillsets of career and volunteer personnel and match to job or project. (i.e., short-term detail) –	2024	**Grove**	Not Started	• Coordinate with Volunteer Liaison & OPS Aide to identify skillsets and develop a pool from which to draw from for identified needs. • When opportunities arise for detail positions, IBs will be posted to advertise vacancy(s) with determined skill sets for career staff.
Objective 3C: Research and propose alternative flexible work schedules and benefits supportive of work life balance.		**Grove**		

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3C.1 Analyze shiftwork schedule of other jurisdictions of similar size.	2024		Not Started	Develop workgroup to analyze shift work schedules comparable in size across the nation.
3C.2 Explore dedicating positions as part-time daywork for uniformed personnel.	2024		Not Started	• Review current flex schedule positions to ascertain feasibility of adding more positions outside of operations. • Review CBA – this would/could require converting current uniform position(s) – i.e. reclassing vacant positions from full time to part time 20 hours per week.
Objective 3D: Update promotional criteria for supervisory positions to enhance analytical skills.				
3D.1 Review options for enhance analytical exercise.	March 2023	**Grove**	Completed	• Lieutenant and above promotional exams currently incorporate analytical exercise. Currently reviewing options for civilian supervisory position.
3D.2 Select target positions.	March 2023	**Grove**	Completed	• Uniform: Lieutenant and Above • Civilian: Positions identified as supervising personnel
3D.3 Incorporate exercise into promotional process.	2024	**Grove**	In progress	• Uniform process options are reviewed by the committee during each promotional process. • Civilian exercise will be incorporated as vacancies occur, then vetted through HR/Employment for implementation into the process.
Goal 4: Foster a system of internal and external communication that develops and disseminates timely, accurate, and relevant information.	**Completion Date**	**Leads AC Walser**	**Status**	**Status as of December 2023**
Objective 4A: Evaluate and modify internal communication recommendations implemented over the past two years.				
4A.1 Reconvene internal communications workgroup.	March 2023	**Hildebrandt**	Completed	• Internal Communications Workgroup with uniform, civilian and volunteer participants reconvened. (5 new participants.)
4A.2 Survey FCFRD uniform, civilian, and volunteer members on internal communication methods.	Dec. 2023	**Hildebrandt**	Completed	• Instead of survey, completed focus group outreach of internal communications methods with one fire station in each Battalion.
4A.3 Revise internal communications plan based on survey results.	June 2024	**Hildebrandt**	In progress	• Reconvene Internal Communications Workgroup in March to select initiatives to implement.
4A.4 Implement revised internal communications plan.	2024	**Hildebrandt**	Not Started	
Objective 4B: Develop an internal communications plan to educate FCFRD personnel on CRR and related topics.				
4B.1 Review and understand the CRR plan and methodology.	July 2023	**Barb/Murphy**	Completed	• Will review with CRR Plan Workgroup in August 2023.
4B.2 Work with CRR personnel to shape key messages and determine communication methods.	Sept. 2023	**Barb/Murphy**	Completed	• Pilot with Academy/Recruit Class and review by CRR Plan Workgroup in Sept. 2023. • CRR presentation now given to Recruit and Officer Development Classes.
4B.3 Implement internal communications plan for CRR.	April 2024	**Barb/Murphy**	In progress	• Begin in February 2024 in conjunction with the CRR Plan development.
4B.4 Evaluate communications strategies and revise as needed.		**Barb/Murphy**		
Objective 4C: Develop an external communications plan to educate the public on relevant topics based on the CRR plan.				
4C.1 Develop external communications plan for targeted audiences based on the CRR plan.	April 2023	**Barb/Murphy**	Completed	• Draft completed and piloted with ppt presentation to McLean community in April 2023.
4C.2 Partner with key County agencies on external communication plan.	Dec. 2023	**Barb/Murphy**	Completed	• Key partners identified to include DEMS, DPSC, NCS, DPA, HD and Inova Health.
4C.3 Implement the external communications plan.	May 2024	**Barb/Murphy**	In progress	• Pilot presentations underway to various BOS Public Safety days.
4C.4 Evaluate communications strategies and revise as needed.		**Barb/Murphy**		
Goal 5: Enhance and promote behavioral health and wellness for all FCFRD members to support operational effectiveness and quality of life.	**Completion Date**	**Leads AC Walser**	**Status**	**Status as of December 2023**
Objective 5A: Define and implement proactive behavioral health education and trainng strategies to enhance program credibility and reach to FCFRD members.				
5A.1 Expand in person station contact (station visits).	2023	**Daniel/ Rothberg**	Completed	• 3 Clinicians have been hired (total of 4) which increased station visits and in person visits. • BH team developed metrics to track station and in person contact. Monthly tracking report started in January 2023.
5A.2 Develop and implement targeted training program at officer and supervisor level.	2024	**Daniel/ Rothberg**	In progress	• BH training included in Recruit Schools and Mental Health May Days. • Currently working with Training Division to incorporate BH training in existing programs (officer development, Live training.)

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				• Course materials in development for training.
5A.3 Incorporate strategies into professional development and promotional processes.		**Daniel/ Rothberg**	In progress	• Plan to include BH in professional development and promotional processes.
Objective 5B: Conduct annual behavioral health survey to ascertain member needs, resistance, and progress.				
5B.1 Develop behavioral health survey tool including identified equity questions.	Dec. 2022	**Daniel/ Rothberg**	Completed	• Pulse survey for BH awareness was completed in Fall 2022.
5B.2 Administer survey to department members and volunteers.	Dec. 2022	**Daniel/ Rothberg**	Completed	• Pulse survey for BH awareness was completed in Fall 2022.
5B.3 Distill information and data.	2023	**Daniel/ Rothberg**	Completed	• Pulse survey results presented to SLT in Dec. 2022. • Need FC/AC approval to share survey results with employees.
5B.4 Target findings to develop behavioral health programs.	2023	**Daniel/ Rothberg**	Completed	• Evaluating platforms and future survey format. An annual mental health survey of personnel tied to annual physicals will have a cost impact.
Objective 5C: Evaluate behavioral health staffing and resource to meet future needs.				
5C.1 Determine appropriate staff/service population ratio.	2023	**Johnson/ Stewart**	Completed	• Assessment in progress to finalize number of on-staff clinicians based on demand
5C.2 Assess actual service needs to meet future FCFRD needs.		**Johnson/ Stewart**	In progress	• Utilize data management strategies to collect information for annual assessment/reports.
5C.3 Incorporate into future staffing plan.		**Johnson/ Stewart**	In progress	• Constantly evaluating need to hire and conducting interviews for new staff to assist with demand from annual assessment data.
Objective 5D: Improve member accessibility and confidentiality by securing off-site behavioral health location.				
5D.1 Continue researching available locations.	June 2023	**Edmonston**	Completed	• Location identified; space to be co-located with PD; 5-year lease completed. • Public Safety Wellness Center grand opening on June 12, 2023. The center offers mental health and wellness services to FRD, and PD as well as staff from DPSC, Animal Sheter, and the Health Department.
5D.2 Identify funding sources an obtain approval.	2023	**Edmonston/ Barbour**	Completed	• FRD & PD to fund through FY 2024; 60% PD & 40% FRD. • FRD has no liability for future lease funding for the Wellness Center.
Objective 5E: Finalize implementation of Electronic Medical Records (EMR) system.				
5E.1 Load paper medical records into EMR system.		**Stewart**	Completed	• Paper medical records will be held for 20 years (1-2 years for retirees) and then archived.
5E.2 Complete development of necessary interfaces.	2023-2024	**Stewart**	In progress	• Maria Teel hired as consultant in Jan. 2023 to evaluate EMR system and interfaces. • EMR implementation is 90% complete. Selecting targeted EMRs to add Behavioral Health (Titanium) and dietetics (ZoneIn) platforms.
5E.3 Refine patient portal to allow relational data searches.	2023-2024	**Stewart**	In progress	• Plan to use data analytics to develop various reports by end of 2023. • Basic portal completed to allow for basic data searches.
Objective 5F: Utilize EMR system to monitor and target health issues in member populations.				
5F.1 Design potential search protocols.	2023-2024	**Morrison**	In progress	• Plan in development to work with OHC to circumvent IT access issues with current EMR within OHC (Aprima).
5F.2 Develop potential applications to address health issues.		**Morrison**		• This objective is tied to completion of 5F1.
5F.3 Incorporate findings into service delivery model.		**Morrison**		
Objective 5G Develop holistic evidence-based wellness program to include education, advocacy, and case management to improve member health and wellness.				
5G.1 Assess need for wellness coordinator/educator.	2023-2024	**Stewart**	In progress	• Assessing Wellness Coordinator role and responsibilities to include a new position for the purpose of public safety Rehab Director.
5G.2 Define position description for wellness coordinator.		**Stewart**	In progress	• Position may be a Nurse Case Manager to oversee most challenging cases to include severe injuries and rehabilitation.
Goal 6: Maintain a sustainable, robust, and reliable physical, technological, and human resource infrastructure that is aligned to meet anticipated needs of the department in collaboration with partner agencies.	**Completion Date**	**Leads AC Reed**	**Status**	**Status as of December 2023**

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Objective 6A: Evaluate cost and sustainability of county and volunteer owned large apparatus to be more efficient with future apparatus funds.

6A.1 Identify historical costs for each apparatus platform and evaluate source of increased costs per year.	Jan. 2023 March 2023 June 2023	**Winter/ Robbins**	Completed	• Assessment of apparatus costs revealed a 26% increase in manufacturers' prices by January 2023 for Engines, Trucks, Rescues, Tankers and a 33% increase for transport units. • The FXCO Volunteer Commission also will not be able to fully fund future apparatus. • <u>Projected/anticipated cost increases:</u> • Due to a 2027 Environmental Protection Agency (EPA) new standard, the cost of large apparatus motors will increase between 38K – 75K, depending on the type of motor that is purchased (i.e., Paccar motor = 38K, New Cummins X10 motor = 75K). • All vendors will be impacted, not just Pierce. Some manufacturers will have to redesign their cabs to fit the new 2027-compliant motors. • Historical data shows that Pierce increased the price of apparatus from 1.25% - 1.75% on a quarterly basis for the past year. The next 1.75% increase will be in August 2023. • Cost increases stem from apparatus manufacturer increases and other increases, such as the cost of motors, functions, and new features (e.g., T3 rear steer, Core lighting) that the FRD have deemed essential for safety and apparatus functionality. • Historical data for transport units revealed a 7% increase per year.

Vehicle	Estimated Cost for FY2024
Tower	W/O T3 Rear Steering $1.85 M
Mid-Mount Tower	With Rear Steering $2.1 M
Aerial	$1.7 M
Pumper/Engine	$1.1 M
Rescue	$1.25 M
Hazmat	$1.5 M
Foam Unit	$1.5 M
	T3 Rear Steering adds 100K $1.5 M
Transport Unit	$434,420

6A.2 Assess historical contributions to the large apparatus replacement fund.	March 2023
	
	June 2023
		Robbins	Completed	• The Apparatus Section explored methods to increase the sale of apparatus at end of replacement cycle by detailing the interior/exterior and selling through an auction service.
				• Historical contributions to the apparatus replacement fund came from apparatus sales at end of replacement cycle. Engines, aerials, and rescues replacement cycles range from 12 to 17 years. As apparatus lead times increase, apparatus must be retained longer which decrease contributions to the apparatus replacement fund.
				• Annually, the Apparatus Section will assess which large apparatus meet the replacement criteria to determine if it will be retained, transferred to the FRD academy, or auctioned.
				• An assessment of FY23 revealed the following information:
				    ○ Public auction sales for large apparatus were $352,802.50, which will be allocated to the apparatus replacement fund.
				    ○ At FY23 third quarter review, the Board of Supervisors approved a $4M allocation to the large apparatus replacement fund.

6A.3 Evaluate current replacement cycles for efficiencies.	December 2022	**Robbins**	Completed	• An evaluation of the current replacement cycle revealed the increased lead time in manufacturing of apparatus and rising costs caused the FRD to explore opportunities to extend the life of the apparatus and reduce costs. (Lead time for Pierce engine = 42 mo.)

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Initiative	Date	Owner	Status	Notes

6A.4 Investigate alternatives to increase replacement cycle of apparatus.	Jan 2023
	
	July 2023
		Robbins	Completed	• In January 2023, FRD met with DVS and DMB to discuss retention of engines, trucks, rescues, & transport units. FRD proposed increasing the replacement cycle by <u>two years</u>.
				
				o
				
				<table><tr><th>Vehicle</th><th>Current Replacement Criteria</th><th>Proposed Replacement Criteria</th><th>Front line</th><th>Reserve Fleet</th></tr><tr><td>Pumper/Engine</td><td>12 Years</td><td>14 Years</td><td>8</td><td>6</td></tr><tr><td>Truck/Tower</td><td>17 Years</td><td>19 Years</td><td>12</td><td>9</td></tr><tr><td>Rescue</td><td>12 Years</td><td>14 Years</td><td>8</td><td>6</td></tr><tr><td>Transport unit</td><td>10 Years</td><td>12 Years</td><td>7</td><td>5</td></tr></table>
				• On July 1, 2023, the DVS authorized the FRD's fleet retention request, increasing the apparatus's replacement cycle for <u>two years</u>.
				  o If delivery of a replacement vehicle is delayed, consideration will be given to retain the vehicle beyond the replacement date. FRD will notify DVS of the projected delivery date of the new vehicle or delayed purchase due to cost.
				  o When replacement vehicles arrive, FRD will retain the "old" unit for the reserve fleet for up to two years. The reserve fleet will be assessed annually to ensure that the maintenance costs do not exceed the value of the vehicle.

6A.5 Apparatus section investigates cost saving options on current platforms.	2023 2024	**Robbins**	Completed In progress	• The Apparatus Section, Apparatus Committee and OPS collaborated on cost-saving options such as removing features and components not deemed essential. o In FY2024, the Apparatus Section will be purchasing four Engines. The cost savings will be about $100,000 per engine for total cost savings of $400,000. • In FY2024, the Apparatus Section planned to buy a tiller truck for $2.2 million. After consulting with Operations and the Apparatus Committee, the decision is to buy a 107' Ascendant Straight Truck instead which will save about $400,000. • The Apparatus Section, Apparatus Committee and OPS will collaborate on cost-effective solutions for other apparatus platforms. Some examples to consider in the future: • Refurbishing existing apparatus instead of buying new apparatus. • Use data and analytics to optimize apparatus deployment and utilization. • Assess the fuel consumption and lifetime operating costs of apparatus. • Continue to seek out federal and state grant programs to purchase apparatus.
6A.6 Review data from OPS Aerial Fleet Assessment when completed and initiate a Rescue assessment.	End of 2023 Feb. 2024	**Robbins**	Completed In progress	• The Operations Bureau completed an Aerial Fleet Assessment. • The Apparatus Section will follow the Aerial Fleet Assessment (I.B. 2022-097) recommendation to continue to maintain seven towers and seven trucks to provide versatility on the fire ground. The Aerial Fleet Assessment does not recommend changing the location of any current aerial devices. • A Rescue Assessment has been initiated to include a review of service delivery, current deployment model, and areas of improvement. The workgroup aims to complete the Rescue Assessment by February 2024 and present data-driven recommendations on how to optimize service delivery while reducing the budget impact on Operations.
6A.7 Evaluate service/warranty savings.	End of 2023	**Robbins**	Completed	• Apparatus Section evaluates service warranties before purchasing apparatus and works with DVS and Atlantic Emergency Solutions (AES) to ensure warranties are utilized. Met with AES leadership to increase the 14-month warranty on a case-by-case basis. • AES was responsible for decreased warranty time caused by vehicles at their service center for extended time due to parts delays and staffing shortages. • AES will ensure warranty time is credited to FRD when responsible for the delays. • Evaluation of service delays found the causes to be parts delays and staffing shortages. o The Apparatus Section will continue to meet with DVS, AES, and other service providers to improve the services they provide.

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			Green	○ If a unit is out for an extended time, the service provider is contacted for an explanation for the service delay and a request is made to expedite the service. • Evaluation of warranty savings varies within each apparatus platform. FRD has options to purchase extended warranties based on the need, cost, and benefit. ○ For aerials, FRD purchased an extended ten-year body warranty that has proven beneficial as there has been over $200,000 in service warranty repairs. ○ FRD and DVS have taken advantage of Whelen's ten-year lighting equipment warranty. Whelen replaces all their emergency vehicle lights at no cost.
Objective 6B: Analyze LDC/Warehouse inventory management system to improve accountability and efficiency of FCFRD assets.				
6B.1 Fully implement the Silent Partners inventory management system.	FY2024	**Nevin**	In progress	• On hold, Silent Partners may be selling out to another company.
6B.2 Evaluate the system for improvements.		**Nevin**	In progress	• On hold, see above.
6B.3 Work with County IT, FRD IT, & FRD Fiscal to purchase and install remote inventory monitoring.		**Nevin**	In progress	
Objective 6C: Improve efficiencies with small apparatus purchasing, service, and replacement by exploring other options to the current purchasing, service, and usage process.				
6C.1 Continue to evaluate methods and systems to improve fleet efficiencies.	July 2023	**Winter**	Closed	• Lease alternatives and paying for vehicles up front to cut costs were deemed not viable options per County Attorney.
6C.2 Work with Fairfax County leadership to test open ended leasing as an alternative to current system.	July 2023	**Winter**	Closed	• County Attorney determined open-ended leasing not an option for vehicles.
Objective 6D: Create or improve electronic processes for P-Card, EMS supplies, station supplies, and purchase requests.				
6D.1 Evaluate current systems and processing methods.	2023	**Nevin**	Completed	• All purchase requests are completed via email submission of FRD-010s which eliminated the need for printing purchase requests and back up documents. All p-card backup documentation is stored electronically on the Collaboration p-card drive.
6D.2 Work with Fire IT and Data Analysis to automate these processes and move away from paper.	2024	**Nevin**	In progress	• Working with Fire IT on a pilot SQL-based online ordering system and purchasing e-forms to replace the purchase requests (FRD-010) and p-card document processing (FRD-034).
6D.3 Work with EMS and BoundTree Medical to determine if software can improve the processing and tracking of EMS supply orders.	TBD	**Nevin**	In progress	• EMS logistics obtained DIT & OCA approval to leverage Operative IQ via BoundTree Medical. We are waiting budget approval to proceed with a sole source purchase for Operative IQ.
6D.4 Develop new processes and update policies to match new procedures.	2024	**Nevin**	In progress	• P-Card SOP has been updated and reflects new paperless process submission. Other relevant policies can be updated once we get through our process overhaul with Fire IT.
Objective 6E: Improve equipment and trash disposal at the LDC to reduce human capital spent working on waste management.				
6E.1 Evaluate current disposal systems.	Dec. 2022	**Nevin**	Completed	
6E.2 Work with Fairfax County Solid Waste Management to determine other alternatives they can provide.	Dec. 2023	**Nevin**	Completed	• Tested large dumpster at LDC for disposal of items. Working well.
6E.3 Investigate products that Fairfax County can purchase to reduce burden such as a granulator system.	2024	**Nevin**	In progress	• Researching alternative products and solutions.
6E.4 Determine best solution and work through process to obtain needed equipment and supplies.	2024	**Nevin**	In progress	• Researching alternative solutions.
Objective 6F: Implement digital signatures and routing for all agency forms.				
6F.1 Collect inventory forms.		**Grove**	Completed	• An inventory of forms currently exists on SharePoint. These forms are periodically inventoried/update by Admin staff throughout the year and as leadership changes
6F.2 Assess feasibility of using digital signatures and routing.	2024	**Grove**	In progress	• An Admin IV/HR is onboard and the process of assessing feasibility has begun.
6F.3 Create a prioritized list of forms to migrate to digital signature and routing.	2024	**Grove**	In progress	• An Admin IV/HR is onboard and the process of developing a prioritized list has begun.
6F.4 Educate staff on use of digital signatures and routing.	2024	**Grove**	Not Started	• DocuSign is currently being used. HR staff will research and identify current training opportunities already in existence and leverage them for FRD staff.
6F.5 Migrate forms to digital signatures and routing.	2024	**Grove**	Not Started	• Once an Admin IV/HR is hired and forms identified, HR will collaborate with Fire/IT to ensure forms are migrated for signature and routing.
Objective 6G: Implement hardware inventory and application efficiencies to enhance FCFRD operational and administrative functions.				

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		Completion Date	Leads	Status	Status as of December 2023
6G.1	Enhance mobile and remote capabilities for staff that are aligned with DIT road map.	June 2023	**Dennis**	Completed	• Users at admin sites have migrated from Avaya desk phones to Teams calling.
6G.2	Migrate legacy Microsoft Access databases to a modern platform.	July 2024	**Dennis**	In progress	• Inventory of active Access databases completed. Ten active databases identified. • Working with DIT to convert to an alternative solution.
6G.3	Upgrade legacy firenet applications to a modern platform.		**Dennis**	In progress	• Ongoing. 34 legacy applications.
				Completed	• Seven applications have upgraded to modern platforms: Transfer Request, EMS reform, Hose Testing, Honor Guard Request, Apparatus Modification request, Fire Chief's Suggestion, Communications e-form.
Goal 7: Continue to develop strong organizational initiatives that support and sustain healthy practices and culture.		**Completion Date**	**Leads AC Walser**	**Status**	**Status as of December 2023**
Objective 7A: Reassess the need for a 4th Bureau to focus on data, technology, innovation, and evaluation.					
7A.1	Develop purpose and responsibilities of bureau.	2024	**Walser**	On Hold	• On hold indefinitely per DMB.
7A.2	Evaluate pros and cons.		**Walser**		
7A.3	Identify funding and approval process.		**Walser**		
Objective 7B: Evaluate selected organizational initiatives to ascertain if they achieved desired outcomes.					
7B.1	Compile list of organizational initiatives over the past three years.	Mid 2023	**Knerr**	Completed	• List of organizational initiatives has been developed.
7B.2	Select target initiatives.	Mid 2023	**Knerr**	Completed	• AC Knerr reviewed list with FC/ACs.
7B.3	Determine evaluation methodology.		**Walser**	On Hold	• Evaluation of initiatives on hold for CBA.
7B.4	Conduct evaluation.		**Walser**	On Hold	
7B.5	Report findings.		**Hildebrandt**		• Ashley to be included in meeting to determine internal communication strategy.
Objective 7C: Consider administering a recurring cultural/organizational assessment survey to FCFRD personnel.					
7C.1	Evaluate assessment options and methods.		**Walser**		
7C.2	Identify funding and develop schedule.		**Walser**		
7C.3	Inform department personnel of survey.		**Walser**		
7C.4	Implement survey.		**Walser**		
7C.5	Report findings.		**Walser**		

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