

2023 – 2025 Strategic Plan Scorecard

December 2024



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 Craven	Status	Status as of December 2024
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Jan. 2024: ALS-BLS conversion completed for total of 23 ALS and 20 BLS transports.
1A.3 Explore opportunities to develop, partner, and expand alternative EMS and non-emergency medical service delivery models.	2023	Warner	Completed	<ul style="list-style-type: none"> June 2023: Marcus Alert (Fairfax Behavioral Health Crisis Response System) went online for level one and two mental health emergencies. April 2023: The second Community Response Team (CRT) was implemented. 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.
			Alvaro	In progress
1A.4 Develop and implement all hazard Quality Assurance/Quality Improvement program.	2023	Tamillow	Completed	<ul style="list-style-type: none"> 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 the highest level of emergency services and maintain safe staffing levels.				
1B.1 Review and analyze minimum staffing requirements.	2023-2024	Tamillow/Luong	Completed	<ul style="list-style-type: none"> Jan. 2024: ALS-BLS conversion to 23 ALS and 20 BLS transports. <ul style="list-style-type: none"> Daily minimum staffing 363; paramedic min. staffing reduced from 98 to 90. July 2024: Daily minimum staffing reduced from 363 to 357. (3 Tankers de-staffed, Hazmat staffing reduced from 6 to 4, and 1 SAFO converted to daywork). Review and analysis of sustainable ALS delivery models continuing. FRD is creating a pilot advanced EMT program.
	2025	Blair/Chilva	In progress	
1B.2 Identify, codify, and implement an adequate staffing/relief factor.	2023-2024	Tamillow	Completed	<ul style="list-style-type: none"> Updated staffing factor methodology & programmed into shared excel document. Staffing Factor Study – Completed. <ul style="list-style-type: none"> Document shared with Tamillow, Thompson, Barbour for review (2.5.2023). FOCUS is unable to provide the necessary leave data. WFTS leave data for FY22 used. Staffing factors determined by rank. 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/Luong	Completed	<ul style="list-style-type: none"> FRD Position Audit <ul style="list-style-type: none"> The current FRD workforce audited to identify the total position count allocated to minimum staffing: 1309, approx. 436/Shift. Functional Staffing Model – Completed. HR planning document needed to coordinate reclasses and FOCUS reorganization.

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1B.4 Codify workforce planning process to ensure collaboration of all Bureaus in vacancy management.	2023-2024	Blair	Completed	<ul style="list-style-type: none"> 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	In progress	
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	<ul style="list-style-type: none"> January 2023: CRA completed 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 identified risks.	April 2024	Murphy	Completed	<ul style="list-style-type: none"> April 2024: CRR plan completed. CRR plan presented at IAFC Conference and posted on FRD-CRR SharePoint.
1C.3 Implement the CRR Plan with a focus on vulnerable populations.	May 2025	Murphy /Cochrane	In progress	<ul style="list-style-type: none"> Identification of vulnerable populations within the identified risks in the CRR plan and additional risks identified via public complaints. Education of FRD personnel, government agencies, and communities is underway following the hiring of the CRR Program Manager in December 2024.
1C.4 Evaluate the results and adjust as needed.	2025	Murphy /Cochrane	In progress	<ul style="list-style-type: none"> Initial analysis to occur in May 2025 after the first year of the CRR plan implementation.
Goal 2: Enhance and innovate high quality, comprehensive professional development education and training programs.	Completion Date	Leads	Status	Status as of December 2024
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	<p>EMS:</p> <ul style="list-style-type: none"> Decentralized ALS PALS and CPR training. Bi-monthly courses for Company Officers for CUs. <p>Basic/Field:</p> <ul style="list-style-type: none"> Acquired structures program is decentralized and reduces facility impacts at the FRA. Driver training at the Battalion and Station level. Hybrid offering (Academy/Virtual) for Volunteer training. Probationary FF Program quarter four module has been decentralized in OPS.
2A.2 Facilitate instructor development in merging instructional models.	2023 2024-25	Edmonston/ Barnes	Completed In progress	<ul style="list-style-type: none"> Develop instructor update process. 50% Onboarding process for instructors completed. Instructor I Curriculum includes delivery of virtual training vs traditional methods. Objective to work in Human Performance Objective Based Training into the whole delivery training model. Success is seen in Basic Training, but staff turnover does not create consistency and subsequently the goal loses momentum. 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. OWL is perfect for small group settings. Audio and visual quality (PowerPoint presentations are often unreadable). Ambient LED lighting in the Quad often washes out presenter and supplemental information (PowerPoint, dry erase board, charts/graphs). Because of OWL limitations, student make-ups, and virtual training is accomplished via Teams with the students and reviewing/discussing the missed lesson.
2A.3 Evaluate mandatory training and required certifications.	2023	Edmonston/ Barnes	Completed	<ul style="list-style-type: none"> 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.

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	2024-25		In progress	<ul style="list-style-type: none"> NFPA certification courses are tied to promotions. Professional Development Resource Manual needs to be finalized. The updated ProDev resource manual did not make the CBA for approval. The goal is to identify and incorporate mandated professional development to ensure training aligns with regional and national mandates vs. individual whims. Being revisited by FRD in Winter '25 Another consideration is the ability to refine training amongst the FRD broadly to ensure Master Calendar is not loaded with unachievable training objectives.
2A.4 Research alternative solutions for delivery of certification classes while meeting accreditation and regulatory standards.	2023 2024-25	Edmonston/ Oullette/ Robbins/	Completed In progress	<ul style="list-style-type: none"> 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. Need improved LMS systems – Review began in 2024 but was put on hold to ensure compliance with County purchasing requirements. Early 2025, a small work group will begin early evaluation of potential solutions. Committee is likely to be formed if review or products are determined to be beneficial.
2A.5 Expand online self-study resources for all officer positions.	Mid-2023 2024	Edmonston/ Cox	Completed	<ul style="list-style-type: none"> Delivery of online self-study resources for Lt and Captain positions. Delivered first promotional exams study session in 2023. Second delivery in Spring of 2024 for Apparatus Tech promo exam.
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: <ul style="list-style-type: none"> EMSCEP Basic Core Firefighter skill sets (Hose, Ladders, Search, Forcible Entry) Incident Simulations 	2023 2024-25	Edmonston Robbins/ Flynn/ Ouelette	Completed In progress	<p>Basic/Field:</p> <ul style="list-style-type: none"> Using data from acquired structures live fire training to update NFPA 1403. Hose training includes an abbreviated version of Nozzle Forward curriculum. <p>Recruit Schools:</p> <ul style="list-style-type: none"> Include more incident simulation training (80+ EMS and 50+ Suppression) <p>EMS:</p> <ul style="list-style-type: none"> Assessing moving EMSCEP to Basic Training Model. Integrating EMSCEP with TROT and HAZMAT training. Plan to Upgrade Immersive Room; Virtual reality training. (Depends on funding.) Working with Basic/Field Training using Lifecast Mannequins. The plan is a continual assessment with updated command staff to explore the goal in 2025. Need to develop process to provide Cat 1 hours decentralized leveraging other sections in the FRD. Must develop centralized training outlines from FRA for field implementation. Continuing education (CE/CEUs) needs an EC to deliver the numbers but does not need to be onsite. Need to develop creative ways to ensure training equipment is readily deployable. Funding has not been secured to reinstitute the VR/Immersive room.
2B.2 Develop a structured continuing education program for Firefighter, Driver/Operator, and Fire Officer. <ul style="list-style-type: none"> 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 2024-25	Edmonston Milbrath/ Barnes/ Flynn/ Robbins	Completed In progress	<ul style="list-style-type: none"> 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. Model is intended to emulate National Registry EMT model for individual competencies. Development of certain number of topics (10) that are the must haves and then supported by secondary training (Metro, etc.).

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				<ul style="list-style-type: none"> Develop mandatory CE hours that must be accomplished by Operations personnel within a set period (2 - 4 yrs). Training should be developed from the perspective of NFPA and ISO required hours. Currently not tracking all hours of training in Operations. Such as Task Books.
<p>2B.3 Research, develop and deliver education and continuing education programs on:</p> <ul style="list-style-type: none"> Building Construction Fire Behavior Fire Stream Management and Suppression Methods and Tactics 	2023-24	Edmonston/ Robbins /Milbrath	Completed	<ul style="list-style-type: none"> 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. Continued 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 and continued during OARS training. Collaboration with NOVA and Metro Region Departments on developing content and delivery of Lithium-Ion Batteries and Electric Vehicle fire training in 2023. Lithium-ION Training completed in both FRD and with the state mandate.
	2025		In progress	<ul style="list-style-type: none"> With the revamping of the FTO shop, the goal in 2025 is to reevaluate all live fire training and ensure that fire behavior is incorporated into the curricula. Need to eliminate information being passed from one to another rather than codified in a well-developed training program. Currently there is no funding for building construction. Evaluating ways to internally develop the class to meet our needs. Funding remains a burden. Potential to use Fire Programs money for college level courses.
<p>2B.4 Research & develop a volunteer apprentice program. <i>(To align with career programs)</i></p> <ul style="list-style-type: none"> Research other apprentice programs Define criteria for volunteer apprentice program Implement volunteer apprentice program 		Katz /Training Coordinator	In progress	<ul style="list-style-type: none"> 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.				
<p>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.</p>	2023	Alvaro	Completed	<ul style="list-style-type: none"> 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. External influences will need to be defined further. (Continuous improvement planning)

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<p>2C.2 Reassess and enhance curricula to institutionalize best practices to include:</p> <ul style="list-style-type: none"> • Leadership, Coaching and Mentoring • Operational proficiency • Small Unit Management • Conflict Management and Resolution 	2023-2024	Alvaro	Completed	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> ○ Incorporated into recruit training as a mandatory lecture- awareness level CM. ○ 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. <ul style="list-style-type: none"> ○ Tabletop MCI training is now in development as part of a Prof Dev initiative. ○ Hostile event training with PD is in development as part of a Prof Dev initiative. • Leadership seminars are cost dependent. FRD is pursuing speakers for the 2024 calendar. <ul style="list-style-type: none"> ○ The 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. <ul style="list-style-type: none"> ○ Curriculum was recently updated. ○ Building instructor cadre ongoing.
<p>2C.3 Secure adequate funding to expand and sustain officer development for new and veteran officers.</p>	2024-25	Alvaro/Cox	In progress	<ul style="list-style-type: none"> • Further agency research and commitment needs to be explored with this objective. <ul style="list-style-type: none"> ○ Need to pursue additional grant-funded opportunities. • Long-term incorporation as a stand-alone product that is not tied to current courses. • Partially funded approx. 30%. Funding remains an issue to expand training past ODA. • Currently there is no veteran officer ODA program. • The goal for 2025 is to institute a Capt. and BC ODA. Need fiscal review to see what could be accomplished. • The training budget does not reflect staff costs to fill seats. Grant monies available now appear to only cover course development costs.
Objective 2D: Research, develop, and implement a comprehensive mentorship program.				
<p>2D.2 Research effective mentorship programs.</p>		Edmonston/ Cox/ Robbins/ Flint/Flynn	In progress	<ul style="list-style-type: none"> ○ Fairfax County Government has a long-standing structured mentorship program: <ul style="list-style-type: none"> ○ County OD&T manages the program. ○ FRD has informal “coaching” programs for probationary FFs and Lieutenants. The programs are tied to completing probationary requirements. ○ Recent Pilot Mentoring Program submitted to FCEIC group – 7/20/2023. ○ Implementing an effective mentorship program within FRD is crucial for developing competent and confident firefighters and officers. Such programs bridge the gap between theoretical training and practical application, fostering leadership and enhancing organizational culture. ○ Key Components include: <ul style="list-style-type: none"> ○ Clear Objectives and Goals: Define the purpose of the mentorship program, such as enhancing leadership skills, improving job performance, and facilitating career development. ○ Structured Pairing Process: Match mentors and mentees based on factors like skills, experience, and personality to ensure compatibility and effective knowledge transfer. ○ Comprehensive Training for Mentors: Provide mentors with training to develop leadership and communication skills, ensuring they can effectively guide mentees.

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2D.3 Identify intended rank (Firefighter, Office and/or Chief Officer) mentorship program.		See above		<ul style="list-style-type: none"> • This objective is directly connected to 2D.2.
2D.4 Develop program structure for each identified rank.		See above		<ul style="list-style-type: none"> • This objective is directly connected to 2D.2.
2D.5 Implement mentorship programs.		See above		<ul style="list-style-type: none"> • 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.	2023-25	3 Aides	In progress	<ul style="list-style-type: none"> • Create process for uniform and civilian hiring and succession planning processes.

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2E.2 Research, develop, and implement best practices to ensure continuity of operations.		3 Aides	In progress	<ul style="list-style-type: none"> Consider a 3-month notification when staff personnel want to promote/return to the 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.
2E.3 Research, develop, and implement best practices to ensure equal opportunities and enhance professional development.		3 Aides	In progress	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Develop and publish the Professional Development Resource Guide (pre/post promotion requirements).
2E.5 Update position descriptions as needed.	2023	3 Aides	Completed	<ul style="list-style-type: none"> PDs reviewed and updated to ensure descriptions match actual requirements as needed.
2E.6 Create realistic job preview of positions.	2023-25	3 Aides	In progress	<ul style="list-style-type: none"> ProDev's job preview workshop. NeoGov review process to qualify personnel to participate in a promotional process. Finalize and implement the Position Assessment and Career Development Guide (PACDG), currently in draft form.
2E.7 Re-evaluate succession plan as needed.	2023-25	3 Aides	In progress	<ul style="list-style-type: none"> Ensure compensation attracts personnel to daywork positions and off-sets holiday pay loss. 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.	2024-25	Murphy	In progress	<ul style="list-style-type: none"> The Equity Program Manager and Fire Chief Equity Inclusion Council identified and selected a vendor previously approved by the Fairfax County Attorney and the US Department of Justice to develop equity/implicit bias training for all FRD personnel. The contract is waiting for DPMM final approval.
2F.2 Collaboration for the development of the training by all vested parties in FCFRD.	2024-25	Murphy	In progress	<ul style="list-style-type: none"> A collaborative model for the development of the training has been included in the contract with the identified vendor. Specifically, the process consists of several "listening sessions" with select group of FRD personnel to meet with the vendor in 2-hour blocks to gather information and design models unique to the FRD culture and goals.
2F.3 Develop annual survey surrounding training to track its effectiveness and address any findings.	2024-25	Murphy	In progress	<ul style="list-style-type: none"> The use of surveys is underway following all equity-based learning sessions.
Goal 3: Recruit, hire, retain and promote a highly qualified, diverse workforce.	Completion Date	Leads AC Reed	Status	Status as of December 2024
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	Brantley	Completed	<ul style="list-style-type: none"> Joint Public Safety Job Fair was held in Summer 2023.
	2024-25		In progress	<ul style="list-style-type: none"> Continue collaboration with PIOs using a data-driven approach to social media recruitment outreach.
3A.2 Assess third party marketing/media vendor to enhance market exposure.	Summer 2023	Brantley	Completed	<ul style="list-style-type: none"> Third 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	<ul style="list-style-type: none"> Application process has been streamlined by several months. Written exam and Physical Ability Test (PAT) is offered about 4-5 times per month. Reduced eligibility list from 24 to 12 months so applicants can reapply sooner if not hired. The written exam is now a strength-based assessment versus a "pass/fail" assessment - continuation of a "whole person" approach.
3A.4 Create an online Personal History Statement (PHS).	2025	Brantley	In progress	<ul style="list-style-type: none"> Create a fillable online form with submission functionality.
3A.5 Utilize online written exam programs.	2024	Brantley	Completed	<ul style="list-style-type: none"> Researched various written exam platforms to implement. Options limited. Budget not available to purchase 50+ computers needed to automate exam. In Feb. 2024, written exams will be offered weekly - altering hours and days of week.

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3A.6 Increase applicant accessibility to recruiter.	Dec. 2023	Brantley	Completed	<ul style="list-style-type: none"> Developed a “contact a recruiter” feature and emails will be answered rapidly. Created a new inbox for the recruiters to communicate with applicants - <i>Fire.JoinFCFRD</i>.
3A.7 Partner with Data Analytics to develop infrastructure for data analysis and applicant rating.	Dec. 2022	Brantley	Completed	<ul style="list-style-type: none"> 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. Developed a Survey123 application for recruiters. Recruiters create an entry for each event they attend which aids in data collection on outreach events.
3A.8 Improve Applicant Retention.	2024	Brantley	Completed	<ul style="list-style-type: none"> Recruiters maintain accessibility to all applicants throughout the process. (Pre-data for applicant retention exists to analyze against.)
3A.9 Create a diverse Recruitment Workgroup.	2024	Brantley	Completed	<ul style="list-style-type: none"> Workgroup will review the current recruitment practices, locations, and events, as well as explore systematic options to improve exposure and reach.
3A.10 Assess third-party background check providers for applicant screening.	2025	Brantley	In progress	<ul style="list-style-type: none"> Research various background check providers; explore who neighboring jurisdictions are using, financial implications, and packages available.
3A.11 Assess incentives for recruitment referrals.	2024	Brantley	Completed	<ul style="list-style-type: none"> Developed and issued leave incentive for referrals cards to all FRD personnel.
3A.12 Increase Recruiter staff positions.	2024	Brantley	Completed	<ul style="list-style-type: none"> In 2024, a pilot program of four detailed staff recruiters was successful. Increased number of recruitment events from 55 to 112, number of applications received from 2,721 to 3,731, and increased diversity of applicants.
	2025		In progress	<ul style="list-style-type: none"> Workforce planning – 1 Lieutenant, 2 technician staff recruiters.
Objective 3B: Analyze incentivizing department staff positions.				
3B.1 Explore ways to bridge pay gap between field and staff positions.	Dec.2023	Grove	Completed	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.				
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Uniform: Lieutenant and Above Civilian: Positions identified as supervising personnel
3D.3 Incorporate exercise into promotional process.	2024	Grove	Completed	<ul style="list-style-type: none"> 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 Reed & AC Walser	Status	Status as of December 2024
Objective 4A: Evaluate and modify internal communication recommendations implemented over the past two years.				

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4A.1 Reconvene internal communications workgroup.	March 2023	Hildebrandt	Completed	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Reviewed with CRR Plan Workgroup in August 2023.
4B.2 Work with CRR personnel to shape key messages and determine communication methods.	Sept. 2023-2024	Barb/Murphy	Completed	<ul style="list-style-type: none"> Pilot with Academy/Recruit Class and review by CRR Plan Workgroup in Sept. 2023. CRR presentation is now given to Recruit and Officer Development Classes.
4B.3 Implement internal communications plan for CRR.	2025	Murphy /Cochrane	In progress	<ul style="list-style-type: none"> Internal communications plan underway with the hiring of a new CRR Program Manager. The plan consists of internal media streams and in-person presentations at the station/section level in conjunction with the Equity Program Manager.
4B.4 Evaluate communications strategies and revise as needed.	2025	Murphy /Cochrane	In progress	<ul style="list-style-type: none"> Pending evaluation of the internal plan following 6 months of in-person presentations and media releases.
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Key partners identified to include DEMS, DPSC, NCS, DPA, HD and Inova Health.
4C.3 Implement the external communications plan.	2025	Murphy /Cochrane	In progress	<ul style="list-style-type: none"> External communications plan underway with hiring of new CRR Program Manager. The plan consists of external media streams, inter-agency presentations with mutual goal alignment, and in-person presentations at the community level of relevant risks and resources in conjunction with the Equity Program Manager.
4C.4 Evaluate communications strategies and revise as needed.		Murphy /Cochrane	In progress	<ul style="list-style-type: none"> Pending evaluation of the external plan following 6 months of in-person presentations in the community and with other county agencies and media releases.
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	
Objective 5A: Define and implement proactive behavioral health education and training strategies to enhance program credibility and reach to FCFRD members.				
5A.1 Expand in person station contact (station visits).	2023	St. Hill/Rothberg	Completed	<ul style="list-style-type: none"> 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	St. Hill/Barnes	Completed	<ul style="list-style-type: none"> BH training included in Recruit Schools and Mental Health May Days. Course materials developed in PPTs for immediate delivery upon request for Operations Bureau and staff officers.
5A.3 Incorporate strategies into professional development and promotional processes.	2025	St. Hill/Barnes	In progress	<ul style="list-style-type: none"> Plan to include BH in professional development and promotional processes. Meetings forecasted with FRA Pro Dev for content delivery.
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	St. Hill/Rothberg	Completed	<ul style="list-style-type: none"> Pulse survey for BH awareness was completed in Fall 2022.
5B.2 Administer survey to department members and volunteers.	Dec. 2022	St. Hill/Rothberg	Completed	<ul style="list-style-type: none"> Pulse survey for BH awareness was completed in Fall 2022.
5B.3 Distill information and data.	2023	St. Hill/Rothberg	Completed	<ul style="list-style-type: none"> Pulse survey results presented to SLT in Dec. 2022. Need FC/AC approval to share survey results with employees.

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5B.4 Target findings to develop behavioral health programs.	2023	St. Hill/ Rothberg	Completed	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Assessment in progress to finalize number of on-staff clinicians based on demand
5C.2 Assess actual service needs to meet future FCFRD needs.	2024	Johnson/ Stewart	Completed	<ul style="list-style-type: none"> Utilize data management strategies to collect information for annual assessment/reports. Public Safety Wellness Center provides quarterly reports of all agencies including FRD.
5C.3 Incorporate into future staffing plan.	2024	Johnson/ Stewart	Completed	<ul style="list-style-type: none"> Constantly evaluating the need to hire and conduct interviews for new staff to assist with demand from annual assessment data. Amendment 16 passed to staff PSWC with 8 therapists & interviews ongoing.
Objective 5D: Improve member accessibility and confidentiality by securing off-site behavioral health location.				
5D.1 Continue researching available locations.	June 2023	Edmonston	Completed	<ul style="list-style-type: none"> 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 Shelter, and the Health Department.
5D.2 Identify funding sources and obtain approval.	2023	Edmonston/ Barbour	Completed	<ul style="list-style-type: none"> 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.	2023	Stewart	Completed	<ul style="list-style-type: none"> Paper medical records will be held for 20 years (1-2 years for retirees) and then archived.
5E.2 Complete development of necessary interfaces.	2025	Stewart	In progress	<ul style="list-style-type: none"> Maria Teel hired as consultant in Jan. 2023 to evaluate EMR system and interfaces. EMR implementation is 90% complete. Working on Pulmonary, Hearing, X-Ray data.
5E.3 Refine patient portal to allow relational data searches.	2025	Stewart	In progress	<ul style="list-style-type: none"> Plan to use data analytics to develop various reports by end of 2025. 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.	2025	Morrison	In progress	<ul style="list-style-type: none"> 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.	2025	Morrison		<ul style="list-style-type: none"> 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.	2024	Stewart	Completed	<ul style="list-style-type: none"> Public Safety Rehabilitation Director was hired in September 2024.
5G.2 Define position description for wellness coordinator.	2024	Stewart	Completed	<ul style="list-style-type: none"> Director of Rehabilitation position description codified through Medocracy Contract language and Amendment 16.
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 2024
Objective 6A: Evaluate cost and sustainability of county and volunteer owned large apparatus to be more efficient with future apparatus funds.				

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<p>6A.1 Identify historical costs for each apparatus platform and evaluate source of increased costs per year.</p>	<p>Jan. 2023</p> <p>March 2023</p> <p>June 2023</p>	<p>Winter/Robbins</p>	<p>Completed</p>	<ul style="list-style-type: none"> Assessment of apparatus costs revealed a 26% increase in manufacturers' prices by January 2023 for Engines, Trucks, Rescues, Tankers and a 33% increase for transports. 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) standard, the cost of large apparatus motors will increase between 38K – 75K depending on type of motor (i.e., Paccar motor = 38K, New Cummins X10 motor = 75K). All vendors will be impacted. 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 manufacturers' increases and other increases such as cost of motors 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. <table border="1" data-bbox="2054 641 2728 1094"> <tr> <td>Tower</td> <td>W/O T3 Rear Steering \$1.85 M</td> </tr> <tr> <td>Mid-Mount Tower</td> <td>With Rear Steering \$2.1 M</td> </tr> <tr> <td>Aerial</td> <td>\$1.7 M</td> </tr> <tr> <td>Pumper/Engine</td> <td>\$1.1 M</td> </tr> <tr> <td>Rescue</td> <td>\$1.25 M</td> </tr> <tr> <td>Hazmat</td> <td>\$1.5 M</td> </tr> <tr> <td>Foam Unit</td> <td>\$1.5 M</td> </tr> <tr> <td>Transport Unit</td> <td>\$434,420</td> </tr> </table> <p>*T3 Rear Steering adds 100K</p>	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	Transport Unit	\$434,420
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<p>6A.2 Assess historical contributions to the large apparatus replacement fund.</p>	<p>March 2023</p> <p>June 2023</p>	<p>Robbins</p>	<p>Completed</p>	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Public auction sales for large apparatus were \$352,802.50, which was 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. 																
<p>6A.3 Evaluate current replacement cycles for efficiencies.</p>	<p>December 2022</p>	<p>Robbins</p>	<p>Completed</p>	<ul style="list-style-type: none"> 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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<p>6A.4 Investigate alternatives to increase replacement cycle of apparatus.</p>	<p>Jan 2023</p> <p>July 2023</p>	<p>Robbins</p>	<p>Completed</p>	<ul style="list-style-type: none"> ● 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 two years. <table border="1" data-bbox="2060 249 2971 441"> <thead> <tr> <th>Vehicle</th> <th>Current Replacement Criteria</th> <th>Proposed Replacement Criteria</th> <th>Front line</th> <th>Reserve Fleet</th> </tr> </thead> <tbody> <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> </tbody> </table> ○ ● On July 1, 2023, the DVS authorized the FRD's fleet retention request, increasing the apparatus's replacement cycle for two years. <ul style="list-style-type: none"> ○ 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. ○ 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. 	Vehicle	Current Replacement Criteria	Proposed Replacement Criteria	Front line	Reserve Fleet	Pumper/Engine	12 Years	14 Years	8	6	Truck/Tower	17 Years	19 Years	12	9	Rescue	12 Years	14 Years	8	6	Transport unit	10 Years	12 Years	7	5
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<p>6A.5 Apparatus section investigates cost saving options on current platforms.</p>	<p>2023</p> <p>2024</p> <p>2025</p>	<p>Robbins</p>	<p>Completed</p> <p>In progress</p>	<ul style="list-style-type: none"> ● The Apparatus Section, Apparatus Committee and OPS collaborated on cost-saving options such as removing features and components not deemed essential. <ul style="list-style-type: none"> ○ In FY2024, the Apparatus Section purchased four Engines. The cost savings will be about \$100,000 per engine for total cost savings of \$400,000. ● In FY2024, After consulting with Operations and the Apparatus Committee, the decision is to buy a 107' Ascendant straight truck instead of a tiller truck. <ul style="list-style-type: none"> ○ In FY2024 purchased a straight truck as a replacement for TT429, saving \$400,000. Organization has not committed to full replacement of tiller fleet with straight trucks moving forward. ● The Apparatus Section, Apparatus Committee and OPS will collaborate on cost-effective solutions for other apparatus platforms. Some examples: ● Refurbishing existing apparatus instead of buying new apparatus. <ul style="list-style-type: none"> ○ Evaluating cost benefit of refurbishment. Apparatus putting together pro/con presentation for FRD fiscal/DVS/DMB. Currently apparatus fund would not pay for refurbishment, all costs would be on FRD. ● Use data and analytics to optimize apparatus deployment and utilization. <ul style="list-style-type: none"> ○ Working with OPS to identify potential fleet optimization and rotation plans. ○ Continue to seek out federal and state grant programs to purchase apparatus. 																									
<p>6A.6 Review data from OPS Aerial Fleet Assessment when completed and initiate a Rescue assessment.</p>	<p>End of 2023</p> <p>2024-25</p>	<p>Robbins</p>	<p>Completed</p> <p>In progress</p>	<ul style="list-style-type: none"> ● 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. ● SOPS proposal to combine HazMat and TROT into single platform units. The Apparatus Committee developed platform recommendation to be reviewed by FC/AC. 																									
<p>6A.7 Evaluate service/warranty savings.</p>	<p>End of 2023</p>	<p>Robbins</p>	<p>Completed</p>	<ul style="list-style-type: none"> ● 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. 																									

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				<ul style="list-style-type: none"> • 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 the 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. <ul style="list-style-type: none"> ○ The Apparatus Section will continue to meet with DVS, AES, and other service providers to improve the services they provide. ○ 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. <ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> • On hold, Silent Partners may be selling out to another company.
6B.2 Evaluate the system for improvements.		Nevin	In progress	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	2025	Nevin	In progress	<ul style="list-style-type: none"> • Working with Fire IT on a pilot SQL-based online ordering system and purchasing e-forms to replace purchase requests (FRD-010) and p-card processing (FRD-034). • This was placed on hold following Fire-ITs programmer vacancy.
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	<ul style="list-style-type: none"> • EMS logistics obtained DIT & OCA approval to leverage Operative IQ via BoundTree Medical. This process is rolled into the EMS pharmacy vending and logistics system currently going into place.
6D.4 Develop new processes and update policies to match new procedures.	2024	Nevin	In progress	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Tested a 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	Completed	<ul style="list-style-type: none"> • Research showed utilizing a roll off dumpster is more cost effective than granulator.
6E.4 Determine best solution and work through process to obtain needed equipment and supplies.	2024	Nevin	Completed	<ul style="list-style-type: none"> • Research shows this is cost prohibitive in comparison to roll off.
Objective 6F: Implement digital signatures and routing for all agency forms.				
6F.1 Collect inventory forms.		Grove	Completed	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • An Admin IV/HR is onboard and the process of developing a prioritized list has begun.

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6F.4	Educate staff on use of digital signatures and routing.	2024	Grove	Not Started	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.					
6G.1	Enhance mobile and remote capabilities for staff that are aligned with DIT road map.	2023	Dennis	Completed	<ul style="list-style-type: none"> Users at admin sites have migrated from Avaya desk phones to Teams calling.
6G.2	Migrate legacy Microsoft Access databases to a modern platform.	2024-25	Dennis	In progress	<ul style="list-style-type: none"> Inventory of active Access databases completed. Ten active databases identified. Working with DIT to convert to an alternative solution. 7 of 10 completed.
6G.3	Upgrade legacy firenet applications to a modern platform.	2023-2024	Dennis	In progress	<ul style="list-style-type: none"> Ongoing. 34 legacy applications.
				Completed	<ul style="list-style-type: none"> Eight 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, snow chains.
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 2024
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> List of organizational initiatives has been developed.
7B.2	Select target initiatives.	Mid 2023	Knerr	Completed	<ul style="list-style-type: none"> AC Knerr reviewed list with FC/ACs.
7B.3	Determine evaluation methodology.	2025	Walser	In progress	<ul style="list-style-type: none"> Consideration of items subject to a focused evaluation is pending updated Scorecards.
7B.4	Conduct evaluation.		Walser	In progress	
7B.5	Report findings.		Hildebrandt	In progress	<ul style="list-style-type: none"> Ashley to be included in the meeting to determine internal communication strategy.
Objective 7C: Consider administering a recurring cultural/organizational assessment survey for FCFRD personnel.					
7C.1	Evaluate assessment options and methods.	2025	Walser	In progress	
7C.2	Identify funding and develop schedule.	2025	Walser	In progress	
7C.3	Inform department personnel of survey.		Walser		
7C.4	Implement survey.		Walser		
7C.5	Report findings.		Walser		