2023 – 2025
STRATEGIC PLAN
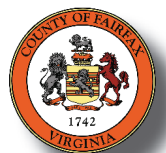
Fairfax County Fire and Rescue Department

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MESSAGE FROM THE FIRE CHIEF

I am honored to present the 2023 - 2025 Fairfax County Fire and Rescue Department (FCFRD) Strategic Plan. The planning process featured an ambitious, inclusive strategy designed to tap the broad experiences and insights from a diverse cadre of employees. It is also linked to Fairfax County's first Countywide Strategic Plan and equity policy, One Fairfax.

On January 13, 2022, a diverse group, representing the senior leadership team and the various employee group and volunteer organizations, convened for the first of two strategic planning retreat sessions. The group was well-prepped with advanced assignments to assess the plethora of issues facing the department and our community. Concurrently, most non-operations personnel and a significant random sample of field operations workgroups were engaged in a department-wide exercise to solicit input that contributed important information to the planning process. The following pages are the result of their collective, creative work.

This document will cover their work product in more detail, but, for a few moments, lets focus on one very important exercise that was part of Retreat 1… Envision the year 2032. This document is a three-year plan, and as we learned from the past pandemic challenged years, things change. Yet, having a target is imperative so the strategic planning team was charged with envisioning what things might look like – an end-state – in 2032. Here is the comprehensive summary of the Envision 2032 mission description statement.

"FRD is highly advanced and intelligent about risks, vulnerable population segments, and the ability to differentiate all-hazard response. Data informed Community Risk Reduction (CRR) approach drives agile distribution of physical and human assets, diverse range of traditional and non-traditional services augmented by community partners. Robust public education has dramatically improved community awareness of prevention strategies and the proper use of 911 resources."

These carefully chosen words are the drivers behind ambitious initiatives that reflect what is happening everyday by assessing alignment between human and physical assets with community need, the continued building out of an equity-based Community Risk Reduction model, and development of alternative services and partnerships. The outcomes of Retreat 2 affirmed this as the top priority followed by leadership and employee development as a strong number two, then recruitment and retention, behavioral health and wellness, culture, and a host of other proposals.

There is no question that considerable effort is required to make this strategic plan a reality. If the exemplary work put forth by all the contributors to this plan is any indication, we will not only accomplish our goals but we will exceed expectations.

I deeply appreciate and thank the hundreds of contributors to this strategic plan. We are working together to shape a better future for our department and for the Fairfax County community.

John S. Butler
Fire Chief
@ChiefJohnButler

COMMUNITY-DRIVEN STRATEGIC PLANNING

Fairfax County's first Countywide Strategic Plan was adopted on October 5, 2021. Starting in 2019, the strategic plan was the result of extensive community engagement using multiple tools, languages, and formats to include as many people as possible. Community meetings as well as business and stakeholder focus groups were held throughout the county. Surveys were mailed to residents and electronic surveys distributed to county employees. In 2021, two more rounds of virtual community input occurred due to the pandemic. In addition, surveys were provided at vaccination sites using a QR code while residents waited the required 15 minutes after receiving their COVID-19 vaccinations.

The Fairfax Countywide Strategic Plan focuses on 10 Community Outcome Areas that represent the issues of greatest importance to the community and sets a clear, unified vision for the next 10 – 20 years. The strategic plan also aligns with the county's equity policy, One Fairfax, at: www.fairfaxcounty.gov/topics/one-fairfax. Furthermore, the Countywide Strategic Plan features strategies and metrics which establish the framework for agency strategic plans. To view the Fairfax Countywide Strategic Plan, visit: www.fairfaxcounty.gov/strategicplan.

FCFRD's strategic planning process utilized the Fairfax Countywide Strategic Plan to provide community input and priorities to inform development of the department's strategic plan. All strategies and metrics from the 10 Community Outcome were reviewed by the senior leadership team, employee group and volunteer representatives, and department members. Many countywide strategies including those listed below were incorporated into the goals and objectives of the Fire and Rescue Department's 2023 – 2025 Strategic Plan.

SAFETY AND SECURITY OUTCOME AREA

Fairfax County is a place where all people feel safe at home, school, work and in the community.

Provide timely and quality services	• Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services; and develop ways to measure and report on the quality of those services. • Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve. • Implement proactive outreach programs in areas of the county identified as having the highest volume of calls and code violations.
Improve community resilience through better prevention, preparedness, and recovery	• Develop and implement risk reduction programs to prevent or mitigate the loss of life, property and resources associated with emergencies and other disasters within a community.

EFFECTIVE AND EFFICIENT GOVERNMENT OUTCOME AREA

Fairfax County is a place where all people trust that their government responsibly manages resources, is responsive to their needs, provides exceptional service, and equitably represents them.

Ensure inclusive community engagement	• Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.
Attract and develop a great workforce	• Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce. • Enhance countywide succession planning and ensure continuity of operations by focusing on key positions and critical functions where effective knowledge transfer and smooth workforce transition needs to take place.
Continuously improve process effectiveness	• Using lessons learned, re-engineer county practices and procedures to improve performance, reduce cost, and eliminate redundancies. • Strengthen the use of data-informed decision making through regular data collection, evaluation, and distribution.
Develop a strong workplace culture	• Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing changes that will lead to improved employee engagement. • Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness. • Provide more flexibility in the areas of workplace environment, benefits, career progression and nontraditional employment arrangements to compete more effectively with surrounding private and public sector employers for the next generation of employees.

STRATEGIC PLANNING PROCESS

Every five years, the FCFRD commences a process to create a strategic plan that encompasses the major issues and needs that affect the department's mission, personnel, and the community.

Several things were changed to enhance this strategic planning cycle. First, the planning period was lengthened to allow time for participants to carefully consider issues and solutions. Second, the strategic planning (SP) group, comprised of the senior leadership team and employee group and volunteer representatives, received substantial preparation material to increase their understanding of organizational, community, and national trends. Lastly, engagement was significantly widened to include operations field personnel who are close to the real world needs of the community and service execution.

DEPARTMENT-WIDE ENGAGEMENT

Through a department-wide exercise (DWE), the strategic planning process was enhanced to ensure diverse participation across the FCFRD by seeking input on a set of questions:

- How should the department improve operational/business efficiency and effectiveness?
- Are there additional programs the department should be providing?
- Are there some programs that should be reduced or eliminated?
- Provide words to describe a desired organizational culture.

The questions were also designed to link to the Fairfax Countywide Strategic Plan's initiatives, specifically on Safety and Security, and Effective and Efficient Government.

Most non-operations administrative personnel participated in the DWE and a random sample of operations workgroups was used to solicit input from field personnel to provide a reliable information/data set. From the total 117 operations workgroups calculated from three shifts and thirty-nine stations, fourteen workgroups were selected (seven were random and seven based on other criteria such as geographical, specialty services, and community factors). This provided a twelve percent (12%) sample. In addition, any individual, team, or workgroup could voluntarily participate in the exercise. The selected operations workgroups received a facilitation guide that directed them through the DWE process. In some stations with multiple teams, an outside facilitator assisted the process.

LEADERSHIP RETREATS AND SWOT

Prior to the first retreat, SP team members were assigned a series of readings including the Fairfax Countywide Strategic Plan, current FCFRD Strategic Plan, budget documents, and national Fire and Emergency Medical Service (EMS) documents. In addition, all SP participants submitted a list of questions to frame an Envision 2032 exercise.

RETREAT 1

The session kicked off with a large group Strength, Weakness, Opportunity, and Threat (SWOT) analysis. A robust discussion limited the group to discussing the strengths and weaknesses segments. Then the group moved on to the main item on the agenda, the Envision 2032 exercise. The exercise was designed to engage SP team members in constructing a futuristic picture of what the FCFRD might look like in 2032. Participants were divided into small groups to enable broad, thoughtful conversation framed by the following ten questions.

MISSION	HUMAN ASSETS	STRUCTURE	OTHER
• What does the service delivery model look like based on perceived need and demand? • How do we define ourselves? • What must be improved to support the mission?	• Where and who are our talent? • What will we expect of the workforce? • What do we think the workforce is going to expect of us? • What do we need to do to develop and sustain a highly skilled workforce?	• How do we organize? • How do we lead?	• What have we missed?

Upon completion of the small group discussions, a spokesperson for each group reported responses in the general session allowing other participants to ask questions or offer comments. Each group submitted a synopsis electronically which was collated, summarized into a five-page document representing the collective sentiment of everyone regarding the state of the FCFRD in 2032 and highlighted potential themes/initiatives for the 2023 – 2025 strategic plan. The document was shared with all SP participants who reviewed and submitted comments via Microsoft Forms. After all comments were received, everyone received the revised document (Appendix 1, Envision 2032 Exercise Summary) plus the list of strengths and weaknesses from the SWOT analysis prior to Retreat 2.

In addition, the various administrative and operations workgroups had completed the DWE. That information was compiled into thirty-nine pages, distilled into Cliff Notes and a Word Cloud by topic/theme, and shared with the SP group as part of Retreat 2 preparation (Appendices 2, DWE Topics, and 3, DWE Word Cloud). Not surprising, several DWE themes were in unison with SP team themes and observations from the Envision 2032 exercise.

RETREAT 2

The second retreat opened by completing the Opportunities and Threats portion of the SWOT analysis. (Appendix 4, SWOT Analysis.) Working in small groups, SP participants shared their personal top five themes/initiatives derived from the Envision 2032 and DWE and negotiated a top five for each group. A group recorder compiled a list along with rationale and a spokesperson presented to the entire SP team allowing for questions and comments. Results were submitted electronically. After the retreat, the small group themes/initiatives were tallied and prioritized into the following master list which became the foundation for the strategic goals and objectives to drive the FCFRD toward the 2032 vision.

Major Themes and Initiatives

- Behavioral and wellness needs of FCFRD's members is critical.

- Recruiting and retaining talent will continue to be a challenge so offering attractive workplace, benefits, and options is important.

- Strengthening the leadership pipeline is essential to sustain a relevant, strong organization.

- Community Risk Reduction (CRR), while in its infancy, appears to be the lead strategy featuring alternative services augmented with county and community partnerships.

    Human and physical assets can be better deployed from point of dispatch to the street.

- Communication and education of FCFRD members and the public on the evolving and agile mission is essential.

- FCFRD should continue to make data-informed decisions and achieve fiscal and program efficiencies wherever possible.

- Oversight of FCFRD's culture and reinforcing strong policies and practices throughout the organization is vital.

Post-Retreats

FCFRD planning staff developed the first draft of 2023 – 2025 strategic plan goals and objectives based on the major themes and potential initiatives identified from the two strategic planning retreats and the DWE. FCFRD's bureau heads and staff revised the scope and language of the goals and objectives as needed, adding critical tasks and timelines. The draft strategic plan was shared with the entire SP group and FCFRD battalion chiefs who were provided a two-week period to offer comments. The following strategic plan goals and objectives represent the collective sentiment of the hundreds of diverse FCFRD personnel who participated in the SP group and the DWE experience.

VISION, MISSION, VALUES

A vision statement articulates what the organization strives to achieve, a mission statement describes why the organization exists, and values describe the personality and culture of the organization.

VISION

The Fairfax County Fire and Rescue Department is dedicated to being the best community-focused fire and rescue department ensuring a safe environment for all.

MISSION

The Fairfax County Fire and Rescue Department provides the highest quality services to protect the lives, property, and environment of our community.

VALUES

To build and maintain public trust, we hold ourselves accountable to these core values:

Integrity

We commit to honest, trustworthy, and ethical behavior.

Professional Excellence

We support continuous training, mentoring, and professional development to ensure the best possible service for our community.

Health, Safety, and Wellness

We commit to providing the best health, safety, and wellness programs for our members' well-being and operational readiness.

Diversity

We are dedicated to embracing and reflecting diversity throughout our department and community.

Teamwork and Shared Leadership

Teamwork and shared leadership are integral to our department; we will seek out and engage our workforce.

Community Engagement
We commit to fulfilling our responsibility and to deepening our involvement in the community we serve.

GOALS AND OBJECTIVES

GOAL 1

Provide the highest quality services to protect the lives, property, and environment of our community.

OBJECTIVE 1A:

Ensure service delivery aligns with FCFRD mission and matches the needs of the community.

Timeframe: 18 months

Critical Tasks:

- Reassess and modify dispatch algorithms as appropriate to ensure rapid high quality service delivery with the most efficient use of resources.
- Reassess and ensure proper allocation and placement of emergency response resources (Ambulances, Medics, Trucks, Rescues, Tankers, etc.)
- Explore opportunities to develop, partner, and expand alternative EMS and non-emergency medical service delivery models.
- Develop and implement all hazard Quality Assurance/Quality Improvement program.

OBJECTIVE 1B:

Implement strategies to achieve a sustainable resilient workforce to ensure highest level of emergency services and maintain safe staffing levels.

Timeframe: 12 - 18 months

Critical Tasks:

- Review and analyze minimum staffing requirements.
- Identify, codify, and implement an adequate staffing/relief factor.
- Align position allocation with service delivery model.
- Codify workforce planning process to ensure collaboration of all Bureaus in vacancy management.
- Develop adequate support staff workforce planning models for all divisions.
- Develop a succession plan for staff positions.

OBJECTIVE 1C:

Develop and implement a community risk reduction (CRR) strategy maximizing department resources and leveraging external partnerships.

Timeframe: 12 - 24 months

Critical Tasks:

- Conduct a community risk assessment to identify leading risks. (6 months)
- Create a CRR Plan with strategies to address the identified risks. (12 months)
- Implement the CRR Plan with a focus on vulnerable populations.
- Evaluate the results and adjust as needed.

GOAL 2

Enhance and innovate high quality, comprehensive professional development education and training programs.

OBJECTIVE 2A:

Continue to evaluate training program content and delivery, seeking opportunities to employ alternative instructional methods.

Timeframe: 12 months

Critical Tasks:

- Identify and implement strategies where possible to decentralize operational training.
- Facilitate instructor development in emerging instructional models.
- Evaluate mandatory training and required certifications.
- Research alternative solutions for delivery of certification classes while meeting accreditation and regulatory standards.
- Expand online self-study resources for all officer positions.

OBJECTIVE 2B:

Enhance and maintain perishable operational knowledge and skills.

Timeframe: 18 – 24 months

Critical Tasks:

- 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
- Develop a replicable and 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 require training topics to be covered in a recertification cycle
- Research, develop and deliver education and continuing education programs on:
  - Building Construction
  - Fire Behavior
  - Fire Stream Management
  - Suppression Methods and Tactics
- Research and develop a volunteer apprentice program.
  - Research other apprentice programs
  - Define criteria for volunteer apprentice program
  - Implement volunteer apprentice program

OBJECTIVE 2C:

Enhance and ensure continuous delivery of Officer Development Academies.

Timeframe: 18 – 24 months

Critical Tasks:

- 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.

- Reassess and enhance curricula to institutionalize best practices to include:
  - Leadership, Coaching and Mentoring
  - Operational proficiency
  - Small unit leadership
  - Conflict Management and Resolution
- Secure adequate funding to expand and sustain officer development for new and veteran officers.

OBJECTIVE 2D:

Research, develop, and implement a comprehensive mentorship program.

Timeframe: 24 months

Critical Tasks:

- Research effective mentorship programs.
- Identify intended rank (Firefighter, Officer, and/or Chief Officer) for mentorship program.
- Develop program structure for each identified rank.
- Implement mentorship programs.

OBJECTIVE 2E:

Create a succession plan for staff positions to provide more opportunity, allow for continuity of operations, and enhance professional development.

Timeframe: 12 months

Critical Tasks:

- Identify key positions requiring a definitive succession plan within one to three years.
- Research, develop, and implement best practices to ensure continuity of operations.
- Research, develop, and implement best practices to ensure equal opportunities and enhance professional development.
- Identify core competencies and mandatory certifications for each identified position.
- Update position descriptions as needed.
- Create realistic job preview of positions.
- Re-evaluate succession plan as needed.

OBJECTIVE 2F:

Research, develop, and propose equity and implicit bias training for FCFRD personnel.

Time Frame: 24 months

Critical Tasks:

- Research and identify potential vendors to give formal training to the FCFRD workforce in the importance of implicit bias.
- Collaboration for the development of the training by all vested parties in FCFRD.
- Develop annual survey surrounding training to track its effectiveness and address any findings.

GOAL 3

Recruit, hire, retain and promote a highly qualified, diverse workforce.

OBJECTIVE 3A:

Review current strategies for recruitment of new hires to identify areas of improvement with a focus on equitable enrollment.

Timeframe: 12 months

Critical Tasks:

- Increase social media presence, evaluate new platforms, collaborate with colleges and universities, partner with county agencies, and increase visibility in the community.
- Assess third party marketing/media vendor to enhance market exposure.
- Assess streamlining recruitment process to be competitive with other jurisdictions.
- Create an online Personal History Statement (PHS).
- Utilize online written exam programs.
- Increase applicant accessibility to recruiter.

OBJECTIVE 3B:

Analyze incentivizing department staff positions.

Timeframe: 18 months

Critical Tasks:

- Explore ways to bridge pay gap between field and staff positions.
- Identify skillsets of career and volunteer personnel and match to job or project.
  - i.e., short-term detail

OBJECTIVE 3C:

Research and propose alternative flexible work schedules and benefits supportive of work life balance.

Timeframe: 24 months

Critical Tasks:

- Analyze shiftwork schedules of other jurisdictions of similar size.
- Explore dedicating positions as part-time daywork for uniformed personnel.

OBJECTIVE 3D:

Update promotional criteria for supervisory positions to enhance analytical skills.

Timeframe: 12 months

Critical Tasks:

- Review options for enhanced analytical exercise.
- Select target positions.
- Incorporate exercise into promotional process.

GOAL 4

Foster a system of internal and external communication that develops and disseminates timely, accurate, and relevant information.

OBJECTIVE 4A:

Evaluate and modify internal communication recommendations implemented over the past two years.

Timeframe: 12 months

Critical Tasks:

- Reconvene internal communications workgroup.
- Survey FRD uniform, civilian, and volunteer members on internal communications methods.
- Revise internal communications plan based on survey results.
- Implement revised internal communications plan.

OBJECTIVE 4B:

Develop an internal communications plan to educate FRD personnel on community risk reduction (CRR) and related topics.

Timeframe: 18 – 36 months

Critical Tasks:

- Review and understand the CRR plan and methodology.
- Work with CRR personnel to shape key messages and determine communication methods.
- Implement internal communications plan for CRR.
- Evaluate communications strategies and revise as needed.

OBJECTIVE 4C:

Develop an external communications plan to educate the public on relevant topics based on the community risk reduction plan.

Timeframe: 18 – 36 months

Critical Tasks:

- Develop external communications plan for targeted audiences based on the CRR plan.
- Partner with key County agencies on external communication plan.
- Implement the external communications plan for CRR.
- Evaluate communications strategies and revise as needed.

GOAL 5

Enhance and promote behavioral health and wellness for all FRD members to support operational effectiveness and quality of life.

OBJECTIVE 5A:

Define and implement proactive behavioral health education and training strategies to enhance program credibility and reach to FRD members.

Timeframe: 12 – 18 months

Critical Tasks:

- Expand in person station contact (station visits).
- Develop and implement targeting training programs at officer and supervisor level.
- Incorporate strategies into professional development and promotional processes.

OBJECTIVE 5B:

Conduct annual behavioral health survey to ascertain member needs, resistance, and progress.

Timeframe: 8 – 12 months

Critical Tasks:

- Develop behavioral health survey tool including identified equity questions
- Administer survey to department members and volunteers.
- Distill information and data.
- Target findings to develop behavioral health programs.

OBJECTIVE 5C:

Evaluate behavioral health staffing and resources to meet future needs.

Timeframe: 8 – 24 months

Critical Tasks:

- Determine appropriate staff/service population ratio.
- Assess actual service needs to meet future FRD needs.
- Incorporate into future staffing plan.

OBJECTIVE 5D:

 Improve member accessibility and confidentiality through securing off-site behavioral health location.

Timeframe: 12 months

Critical Tasks:

- Continue researching available locations.
- Identify funding sources and obtain approval.

OBJECTIVE 5E:

Finalize implementation of Electronic Medical Records (EMR) system.

Timeframe: 12 months

Critical Tasks:

- Load paper medical records into EMR system.
- Complete development of necessary interfaces.
- Refine patient portal to allow relational data searches.

OBJECTIVE 5F:

Utilize EMR system to monitor and target health issues in member populations.

Timeframe: 12 – 36 months

Critical Tasks:

- Design potential search protocols.
- Develop potential applications to address health issues.
- Incorporate findings into service delivery model.

OBJECTIVE 5G:

Develop holistic evidence-based wellness program to include education, advocacy, and case management to improve member health and wellness.

Timeframe: 12 – 36 months

Critical Tasks:

- Assess need for wellness coordinator/educator.
- Define position description/position for wellness coordinator.

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.

OBJECTIVE 6A:

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

Time Frame: 12 months

Critical Tasks:

- Identify historical costs for each apparatus platform and evaluate the source of increased costs per year.
- Assess historical contributions to the large apparatus replacement fund.
- Evaluate current replacement cycles for efficiencies.
- Investigate alternatives to increase replacement cycle of apparatus.
- Apparatus section investigate cost savings options on current platforms.
- Review information from Operations Aerial Fleet Assessment when completed and initiate a Rescue assessment.
- Evaluate service/warranty savings.

OBJECTIVE 6B:

Analyze LDC/Warehouse inventory management system to improve accountability and efficiencies of FRD assets.

Time Frame: 24 months

Critical Tasks:

- Fully implement the Silent Partners inventory management system.
- Evaluate the system for improvements.
- Work with County IT, FRD IT, & FRD Fiscal to purchase and install remote inventory monitoring.

OBJECTIVE 6C:

Improve efficiencies with small apparatus purchasing, service, and replacement by exploring other options to the current purchasing, service, and usage process.

Time Frame: 36 months

Critical Tasks:

- Continue to evaluate methods and systems to improve fleet efficiencies.
- Work with Fairfax County leadership to test open ended leasing as an alternative to the current system.

OBJECTIVE 6D:

Create or improve electronic processes for P-Card, EMS supplies, station supplies, and purchase requests.

Time Frame: 36 months

Critical Tasks:

- Evaluate current systems and processing methods.
- Work with Fire IT and Data Analysis looking for ways to automate these processes and move away from

paper.
- Work with EMS and BoundTree Medical to determine if software can improve the processing and tracking of EMS supply orders.
- Develop new processes and update policies to match new procedures.

OBJECTIVE 6E:

Improve equipment and trash disposal at the Logistics Distribution Center to reduce human capital spent working on waste management.

Time Frame: 12 months

Critical Tasks:

- Evaluate current disposal systems.
- Work with Fairfax County Solid Waste Management to determine what other alternatives they can provide.
- Investigate products that Fairfax County can purchase to reduce burden such as a granulator system.
- Determine best solution and work through appropriate process to obtain needed equipment and supplies.

OBJECTIVE 6F:

Implement digital signatures and routing for all agency forms.

Time Frame: 18 months

Critical Tasks:

- Collect inventory of forms.
- Assess feasibility of using digital signatures and routing.
- Create a prioritized list of forms to migrate to digital signatures and routing.
- Educate staff on use of digital signatures and routing.
- Migrate forms to digital signatures and routing.

OBJECTIVE 6G:

 Implement hardware inventory and application efficiencies to enhance FCFRD operational and administrative functions.

Time Frame: 36 months

Critical Tasks:

- Enhance mobile and remote capabilities for staff that are aligned with Department of Information Technology (DIT) road map.
- Migrate legacy Microsoft Access databases to a modern platform.
- Upgrade legacy firenet applications to a modern platform.

GOAL 7

Continue to develop strong organizational initiatives that support and sustain healthy practices and culture.

OBJECTIVE 7A:

Reassess the need for a 4th Bureau to focus on data, technology, innovation, and evaluation.

Time Frame: 18 months

Critical Tasks:

- Develop purpose and responsibilities of bureau.
- Evaluate pros and cons.
- Identify funding and approval process.

OBJECTIVE 7B:

Evaluate selected organizational initiatives to ascertain if they achieved desired outcomes.

Time Frame: 12 – 36 months

Critical Tasks:

- Compile list of organizational initiatives over the past three years.
- Select target initiatives.
- Determine evaluation methodology.
- Conduct evaluation.
- Report findings.

OBJECTIVE 7C:

Consider administering a recurring cultural/organizational assessment survey to department personnel.

Time Frame: 24 – 36 months

Critical Tasks:

- Evaluate assessment options and methods.
- Identify funding and develop schedule.
- Inform department personnel of survey.
- Implement survey.
- Report findings.

ACKNOWLEDGEMENTS

The following FCFRD members participated in development of the strategic plan.

SENIOR LEADERSHIP TEAM:

Fire Chief John Butler

Assistant Chief Tom Arnold, Office of the Fire Chief

Assistant Chief Jason Jenkins, Administrative Services Bureau

Assistant Chief Joe Knerr, Operations Bureau

Deputy Chief Rick Roatch, Division 1, A-Shift

Deputy Chief Brad Cochrane, Division 1, B-Shift

Deputy Chief John Walser, Division 1, C-Shift

Deputy Chief Lee Warner, Division 2, A-Shift

Deputy Chief Bill Betz, Division 2, B-Shift

Deputy Chief Dan Shaw, Division 2, C-Shift

Deputy Chief Mark Kordalski, EMS Administration

Deputy Chief Tracey Reed, Special Operations

Deputy Chief Greg Hunter, Academy

Deputy Chief Will Bailey, Office of the Fire Marshal

Deputy Chief Fred Brandell, Support Services Division

Chinaka Barbour, Fiscal Services Division

Steve Dennis, Information Technology Division

John Morrison, Data Analytics Strategy Management Division

Reena Thomson, Human Resources Division

Ashley Hildebrandt, Public Information Office

Laurie Stone, Planning Section

Jeffrey Katz, Volunteer Liaison's Office

Jeffrey Holmes, Professional Standards Office

Doctor Scott Weir, Office of the Medical Director

Doctor Dan Avstreih, Office of the Medical Director

Doctor Don Stewart, Occupational Health Center

Sue Shainline, Office of the Fire Chief

Captain Clarence Dickens II, Equity Officer

EMPLOYEE GROUPS/VOLUNTEER REPRESENTATIVES:

President's Chief of Staff Jon Bailey, Fairfax County Professional Firefighters and Paramedics (Local 2068)

President Brian Edmonston, Fairfax County Fire and Rescue Officers Association

President Alyssa Vance, Fairfax County Women Firefighters Association, Inc.

President Jamal Hudson, Progressive Firefighters of Fairfax County, Inc.

President Matthew Lopez, Fairfax Hispanic Firefighters Association, Inc.

President Patrick DeVera, Fairfax County Asian Firefighters Association, Inc.

President Joseph Herrera, Fairfax County LGBTQ+ Employee Resource Group

Chairman Shawn Stokes, Fairfax County Volunteer Fire Commission

A very special Thank you to the numerous non operations and operations field personnel who also participated in the strategic planning process by providing input through the department-wide exercise.

APPENDICES

APPENDIX 1

Fairfax County Fire Rescue Department

Strategic Planning 2022 – 2025 Process

Envision 2032 Exercise
Retreat 1 Summary

APPENDIX 2

Department-Wide Exercise

Topics List

APPENDIX 3

Department-Wide Exercise

Word Cloud

APPENDIX 4

SWOT Analysis:
Strengths, Weaknesses,
Opportunities, and Threats

APPENDIX 1

Fairfax County Fire Rescue Department

Strategic Planning 2022 – 2025 Process

**Envision 2032 Exercise
Retreat 1 Summary**

Fairfax County Fire and
Rescue Department

RETREAT 1

2032 VISION EXERCISE RESPONSES

OVERVIEW

The following is a summary of responses from the various individuals who participated in the first of two strategic planning retreats that was designed to envision how the department might look like in 2032 based on a set of question addressing its Mission, Human Assets, and Structure. The first section of this document provides an interpretive summary of their responses to the questions. The summary is followed by possible themes or initiatives that might be used in constructing the strategic plan.

Participants should review this document to confirm that it is representative of their comments and sentiments. They will have the opportunity to present additions or corrections. Moreover, the document provides an essential record upon which the other retreat session will be conducted and, ultimately, the strategic plan will be constructed. There may be occasional redundancies as questions and responses overlap a bit.

MISSION

What does the service delivery model look like based on perceived need and demand?

Summary: FRD is highly advanced and intelligent about risks, vulnerable population segments, and the ability to differentiate all-hazard response. Data informed Community Risk Reduction (CRR) approach drives agile distribution of physical and human assets, diverse range of traditional and non-traditional services augmented by community partners. Robust public education has dramatically improved community awareness of prevention strategies and the proper use of 911 resources.

Possible themes/initiatives:

* Enhance data informed infrastructure
* CRR assessment
* Construct community profile identifying vulnerable populations and alignment of resources
* Assessing and initiating partnerships with other county and community agencies
* Evaluate 911 response, utilization of assets, and alternative resources
* Design strategic communication plan to educate public proper use of 911 system
* Conduct creative exercise focused on designing and implementing nontraditional, alternative services

How do we define ourselves?

Summary: FRD is a forward leaning, data informed, mission driven organization deeply invested in its people (personnel and customers) promoting an inclusive, servant philosophy characterized by the motto "You call, we come."

Possible themes/initiatives:

* Enhance and sustain a culture of service
* Communicate the range (and limitations) of service to stakeholders and public
* Develop evaluation metrics to measure mission impact and potential shortcomings

What must be improved to support the mission?

Summary: The mission is supported by CRR agile resources and adaptable human capital reflecting years of a mindful strategy beginning with recruits to tenured employees that is a product of coaching, mentorship, accountability, and empowerment. Partnerships and revenue sharing augment an array of alternative, non-traditional resources that bolster services. Training is customer focused on dominant service needs and its decentralized approach is effectively enhancing performance. FRD achieves tech competence.

Possible themes/initiatives:

* Assess and initiate partnerships with other county and community agencies focused on creation and

implementation of nontraditional, alternative services
- Explore shifting training focus on service dominant topics and implementation of a decentralized model
- Define and develop mindful strategy that encompasses recruit to tenured personnel
- Describe the behaviors and programs necessary to support equitable coaching, mentorship, accountability, and empowerment elements
- Construct measures for achieving tech competence, CRR capability, QAQI areas
- Develop internal education campaign on impact of CRR and other tech tools

HUMAN ASSETS

Where and who are our talent?

Summary: Diverse talent is everywhere, inventoried, and robustly recruited, developed through engagement, training, mentoring, and career experiences.

Possible themes/initiatives:

- Assess and incentivize office assignments for uniformed personnel
- Create a system to inventory talents of existing and new members
- Develop a comprehensive mentoring program for all personnel

What will we expect of the workforce?

Summary: The workforce understands that FRD's mission is driven by CRR strategies and the need to deploy agile physical and human resources and programs. They are servant, adaptable, accountable, dedicated, and supportive of an inclusive work environment.

Possible themes/initiatives:

- Define organizational strategies and initiatives that must be employed to accomplish the above outcome
    - Communications and systems

What do we think the workforce is going to expect of us?

Summary: A clear mission and honest explanation (the "why") for modifications supported by training and resources to accomplish positive outcomes. Inclusive practices create opportunities for all to provide ideas and participate in desired career tracks, as well as other ways to achieve personal and organizational success. Human resource options include flexibility in pay, benefits, retirement, work hours, locations, and contracting. A caring culture is supported by effective mental and physical health and safety programs.

Possible themes/initiatives:

- Assess inclusive practices, past policy directives and messaging for effectiveness
- Define a menu of flex plan and benefit options for all bureaus that are functional and attractive to potential recruits
- Evaluate all support programs, e.g., behavioral, safety, training, against desired standards

What do we need to do to develop and sustain a highly skilled workforce?

Summary: FRD has created a brand and culture with a sense of community, identity, and purpose, augmented with a work life balance philosophy. Comprehensive talent management strategies encompass recruitment, retention, and engagement for a diverse workforce. Organizational expectations and accountability practices are clear. Personnel are challenged and supported with training, professional development, coaching, and mentoring to enhance current performance and prepare them for the next level, if they desire.

Possible themes/initiatives:

- Evaluate and update professional development, training, education, and succession strategies and

initiatives
- Assess, develop, and incorporate work balance practices and elements in organizational systems
- Create a brand and culture that reflect desired behaviors and practices
- Define and advocate for compensation and benefits that will enable FRD to be competitive within the FIRE/EMS and larger labor marketplace

STRUCTURE

How do we organize?

Summary: FRD is a hierarchical organization promoting collaboration and flexibility with a refined emphasis on empowering small unit leadership. A fourth bureau focuses on innovation and data management which has become essential for informed resource deployment. Strategic partnerships enhance services. Span of control in operations has been adjusted to improve oversight and connection with line personnel.

Possible themes/initiatives:

- Explore resource sharing with partner agencies and development of diverse inter-agency functional teams
- Research impact of change in algorithms on deployment of number of units to incidents
- Reevaluate sustainable minimum staffing levels
- Define what operational and program agility looks like
- Evaluate current operational span of control and propose alternatives
- Design purpose and function of fourth bureau
- Create a historic record of major decisions
- Build out and institutionalize small unit leadership model
- Assess strengths and weaknesses of mid-level field positions
- Examine how civilians can be better utilized in key positions

How do we lead?

Summary: By example. Leaders (formal and informal) are inclusive, open minded, engaged, effective communicators, and convey a clear relevant purpose. They build healthy teams and value everyone's effort and contributions.

Possible themes/initiatives:

- Define lead by example behaviorally
- Design, and implement methods and programs that reinforce desired behaviors

OTHER

What have we missed?

Summary: Daywork positions are competitive and highly sought by uniformed personnel. FRD has significant partnerships with other county agencies and a strong relationship with volunteer departments.

Possible themes/initiatives:

- Assess incentives and communication strategies to make daywork positions more attractive
- Continuously enhance relationship and inclusion practices with volunteer departments

Note: Strategic Planning (SP) team members were provided the opportunity to comment on this summary. Many stated agreement and offered suggestions. A few confused proposed 2032 end-state summaries with current conditions. For example, under Other, the summary reads,
"Daywork positions are competitive and highly sought by uniformed personnel. FRD has significant partnerships with other county agencies and a strong relationship with volunteer departments." Some commented that that is not the case today. However, as drafted, it is a desired end-state in 2032. There were numerous other comments that have been reviewed as part of the goal and objective drafting segment. Further, the comments will be included in the strategic plan implementation process.

DEPARTMENT-WIDE EXERCISES

APPENDIX 2

Topics List

APPENDIX 3

Word Cloud

Fairfax County Fire and
Rescue Department

APPENDIX 2

DEPARTMENT-WIDE EXERCISE

TOPICS LIST

The following summarizes the topics discussed by individuals who participated in the Department-Wide Exercise (DWE). A topical list is used to minimize the amount of space in this document. The entire 39-page DWE Summary is available by contacting the Planning Section Manager.

Question 1:

Define areas to improve operational/business efficiency and effectiveness.

Service Delivery
Training
Recruitment
Mentorship program
Promotional Exams
Staffing
Succession Planning and Resource Development
Warehouse/Logistic Distribution Center (LDC)
Apparatus
Health & Wellness
Communication/Transparency
Improve partnerships
Technology

Question 2:

Are there additional programs the FRD should be providing to the community?

Public Education
Community Risk Reduction (CRR)
Service Delivery
Partnerships

Question 3:

Are there programs that should be eliminated?

Service Delivery
Staffing
Outreach

APPENDIX 3

DEPARTMENT-WIDE EXERCISE

WORD CLOUD

This word cloud is a collection of responses from individuals who participated in the Department-Wide Exercise (DWE). They were asked to provide words to describe their desired culture. As the old adage states, "A picture is worth a thousand words."

APPENDIX 4

SWOT Analysis
Strengths, Weaknesses, Opportunities, and Threats

Fairfax County Fire and
Rescue Department

APPENDIX 4

SWOT ANALYSIS – STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

STRENGTHS:

- Resource Rich
- Community political support
- Collaboration
- Logistics-quick response to needs
- Strong brand
- External Influence
- Partnership with other agencies
- Financial resources
- Well educated workforce
- Opportunity-growth, training, professional development
- Empowerment
- Mentoring/Development
- Respect between uniform and civilian
- Robust admin staff/organization structure
- Civilian assets
- Diversity of workforce
- People, wealth of experience
- Progressive mindset
- Combination department
- Volunteers and their resources
- Policies and manuals
- Data informed
- Internal quality control
- Strong Fire Marshal Office
- Size of organization
- Communication
- Resiliency
- Positive influence of volunteer and retirees
- Ability to look at performance and change
- Relative clarity of mission
- Encouragement of ideas
- Range of services offered to the community
- Relationships with employee groups

WEAKNESSES:

- Single point of failure/mentoring/succession planning
- Lack of understanding of county and department
- County policies create obstacles
- Lack of consistent accountability
- Personal accountability
- Hypercritical
- Perceived lack of communication
- Maintaining mandatory training and competencies
- Too much information/too many information channels
- Coordination of innovation
- Culture of resistance
- Specialized positions – uniform vs. civilian
- Lack of civilian pay increase promotional opportunities
- Workforce engagement/fulfillment
- Personnel reluctant to promote up
- Projecting future needs based on generational differences
- Mismatch between current generation to tradition
- Recruitment retention of all personnel
- Diversity in Leadership

OPPORTUNITIES:

External

- New resources
- Academic partnerships
- NFPA/research
- Access to business resources
- Access and funding federal resources
- Access to federal and state to influence current environment
- Explore external contracts and services
- Collaboration of metro Atlantic and national fire service departments
- Collaboration with NGOs, non-governmental organizations

Internal

- Community Risk Reduction
- Technology (AI)
- Expand officer development program
- More focused county recruiting
- Look at work/life balance
- Diversity of the workforce
- Leverage FRD brand
- Expand on health literacy in vulnerable populations
- Review deployment model
- Purchase new apparatus

THREATS:

External *Public (outside our control)

- Home healthcare/out of hospital
- Competition for money
- Political challenges
- Cybersecurity
- Changing commercial landscape/work from home
- Ecotechnology impact on operations
- Social media
- Regional competition for recruits

Fiscal

- Cost of apparatus
- Cost of equipment
- Medical cost profile dramatically increasing

Qualitative

- Conservative attitude tech/bureaucratic obstacles
- Slow pace of bureaucracy
- Complacency
- Resistance to change

Internal

- Remaining relevant
- Lack of community awareness
- Increase certification requirements
- Continued county growth
- Vertical infrastructure
- Regulatory policy
- Equity issues/training
- Less operational experience; loss of veteran experience
- Compressed promotional cycles
- Cancer/other health diseases
- Potential civil liability
- Collective bargaining
- Overleveraging legacy operating models
- Lack of understanding of respective roles (field/HQ)

Fairfax County Fire and Rescue Department