



Fire and Rescue System's **STRATEGIC PLAN**

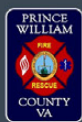


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Introduction

System Chief's Message

As the Fire Chief, I am proud and pleased to be able to present to you the FRS's first Strategic Plan. The Fire and Rescue System (FRS) is continuously working to achieve the highest level of professionalism, effectiveness, and efficiency in the delivery of our services to the citizens we serve. The plan will provide guidance to the System's members to achieve its mission and vision as well as its goals over the course of the next four years.

This plan builds on the success of the work previous members have performed over the last 55 years. The plan also utilizes the strengths of the FRS being a combination system comprised of volunteer and career members. We all should be proud of the work accomplished from our past but now we must focus on the present and the future.

The FRS has enjoyed tremendous support from its members, the County Executive, the Board of County Supervisors and the people it serves. This support will allow the FRS to accomplish the mission, vision and goals this Strategic Plan has established.

I encourage all FRS members to review and become familiar with this document and embrace the mission, vision and values as well as the goals, objectives and strategies within it. Without the support of FRS members at all levels, this Strategic Plan will not be successful and the people we serve will not receive the services they deserve.

I look forward to working with the FRS members at all levels as we continue to make the FRS a great place to work, volunteer and serve the people of Prince William County. Stay healthy and safe.



A handwritten signature in black ink that reads "Tim Keen".

Tim Keen
System Chief

Introduction

Executive Summary

Strategic planning is a process used to align everyday operations to the mission, vision and values of an organization and guide it through current and future challenges while accomplishing defined goals. The process includes the organization asking where are we today, where do we want to be in four years and how will we get there?

In December 2019, the System Chief asked FRS members if they would be interested in being part of a task force that would create the System's first Strategic Plan. The System Chief then selected uniformed, civilian, career and volunteer personnel to engage in creating the plan. The Task Force worked collaboratively over 14 months to refresh the organization's commitment to excellence and define a pathway forward toward future growth and success.

The FRS strategic planning process challenged members of the organization to look critically at internal and external reports, current strategic documents, values and culture. This provided the membership an opportunity to have a voice in the development of the organization's future focus. The purpose of this plan is to drive the System beyond national criteria and professional standards when providing services to the community.

The process does not end with the production of this document. This document must become woven into the day-to-day operations of the FRS. Each individual member must work in concert to implement the plan effectively and efficiently. At the request of the System Chief, the Task Force will remain in place to support continued periodic annual evaluation of progress against the plan for the next four years.

System leadership will strive to tie Performance Measures to defined Strategic Plan goals and strategies with the intent of measuring success. All components of this plan require resources, both budget and personnel commitment.

The System Chief will assure accountability in monitoring the plan, implementation, and review. All members of the System will receive notification of the plan's enactment and updates about the progress of the plan particularly as it relates to changes in current operations.

This plan will be reviewed annually until it expires at the beginning of Fiscal Year (FY) 2025.

Introduction

Acknowledgments

The FRS would like to thank all the individuals for their efforts, dedication, and perseverance in creating the System's first strategic plan. Without their participation, this plan would not have come to fruition.

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It should be noted all these individuals continued to perform their normal assigned tasks and responsibilities, while working on the strategic plan. It should also be noted that the process of creating this plan was done during the COVID-19 pandemic, which created its own new and unique challenges. These challenges created a new reality for everyone both personally and professionally, but adapting to this different reality did not deter anyone from staying focused on the completion of the strategic plan for the FRS.

Introduction

Fire and Rescue System Strategic Plan Task Force

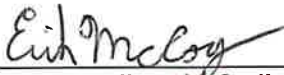
As members of the Fire and Rescue System (FRS) Strategic Plan Task Force, we agree with the goals, objectives and strategies outlined in this Strategic Plan. We respectfully submit this plan to the System Chief in hopes it will provide a plan for the FRS to move forward providing services that will keep the County a healthy, safe and secure community.



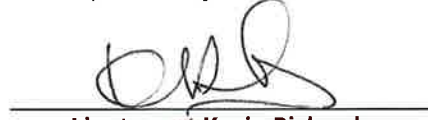
Chief Rick Michael
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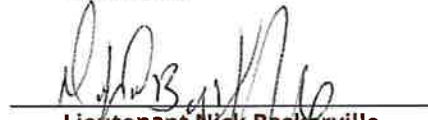
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Technician II Whitt Thomas
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Introduction

Mission

To protect and support our community through education, prevention and emergency response.

Vision

The Prince William County Fire and Rescue System is comprised of dedicated volunteer and career members who strive to provide exceptional services through the pursuit of inclusion, innovation and involvement.

Values



Integrity

We will always demonstrate the utmost honesty by upholding our principles at all times and being accountable for our actions.



Excellence

We will surpass the standard to achieve the absolute best in all that we do.



Pride

We will share an identity that fosters a culture of inclusion, confidence, honor and respect.

Background

Department Overview

The Prince William County Fire and Rescue System (PWCFRS) is the second largest combination system in Virginia as of the date of this document being written. The PWCFRS is comprised of career and volunteer members that are referred to as FRS members. The PWCFRS provides educational, prevention and emergency services to Prince William County and its surrounding jurisdictions.

The PWCFRS is comprised of eight volunteer agencies and one career agency with the career fire chief as the System Chief. Collectively, all nine agencies work together to staff 22 fire and rescue stations 24 hours a day, seven days a week. In Fiscal Year 2020, the PWCFRS responded to 39,492 incidents that encompassed an estimated 88,494 unit responses.

Introduction

Prince William County, Virginia

Prince William County is a rapidly developing urban, suburban and rural community located 35 miles southwest of Washington, D.C. The County is a majority-minority community and encompasses 348 square miles, which include Manassas City, Manassas Park City, Quantico Marine Corps Base and two National Parks. The current population is estimated at 467,917 people.



Planning Methodology

For the PWCFRS to reach its full potential as a combination system, it must understand where it is as an organization, the environment it must operate in to move forward and a plan to navigate the environment in order to be successful. The strategic planning process that the FRS members and County Executive Management staff used has created the necessary plan for the PWCFRS to reach its full potential and become an effective, efficient, and vibrant combination fire and rescue system.

The FRS Strategic Plan is a document that will challenge all FRS members to look critically at paradigms, values, philosophies, and beliefs. The plan will also promote and inspire FRS members to work together in the best interest of the System. Most importantly, the process used to create this plan provided the task group the opportunity to have a voice in the development of the System's long-term direction and future focus.

Public safety agencies like FRS find their organizations in a very trying time. The nation's first responders are being challenged more than ever to be more efficient while maintaining their effectiveness at providing services. Public needs and expectations for professional services are outpacing the financial resources of Federal, state, and local governments. The impacts of these limited financial resources are being felt across the nation as the effectiveness of our public safety agencies strain against the pressure to provide the necessary and expected services.

With these issues in mind, planning teams need to have a clear understanding of their organization's direction, including the FRS. To make more efficient use of available resources, organizations must set goals, objectives, and strategies to effectively use their limited resources.

Introduction



What Is a Strategic Plan?

Strategic planning is a process used by an organization to align its everyday operations to its mission, vision and values. A strategic plan is used as a tool by management and staff to guide the organization through current and future challenges from within and outside of the organization while accomplishing defined goals. The process of developing a strategic plan involves the organization asking itself three questions: (1) Where are we today?; (2) Where do we want to be in four years?; and (3) How can we get there?

These questions were answered through an assessment of current and potential internal and external factors that affect the everyday operations of the organization. Once these factors are identified, they are categorized into overarching program areas to address in the next four years. Next, goals are created to address these program areas and the goals are achieved by creating objectives and strategies. Diagram 3.1 illustrates the Strategic Plan framework.

Diagram 3.1



Program Areas

The program areas that were identified to be part of the Strategic Plan were:

- Infrastructure
- Workforce Development
- Community Outreach
- Health and Safety
- Operations



Infrastructure

Infrastructure

Infrastructure

A large and dynamic system must be supported by an agile infrastructure to operate at peak efficiency and effectiveness. This strategy will augment the other goals of this plan by leveraging technology and human capital in the system. Training our system members will be vital and will coincide with ongoing efforts to ensure the entire system's technological needs are achieved.

The goals, objectives and strategies in this section will provide a plan for the FRS to develop and maintain a responsive infrastructure to support the system's sole mission to keep the County a healthy, safe and secure community.



GOAL 1 – Harness the power of technology to make our business practices more efficient and effective.

Objective 1.1 - Centralize and digitize all FRS policies and procedures.

- **Strategy 1.1A** - Research and define the landscape of FRS-related policies.
- **Strategy 1.1B** - Compile most recent versions and prioritize policies/procedures to be updated.
- **Strategy 1.1C** - Create a searchable central database with needs-based access controls.
- **Strategy 1.1D** - Database (trackable) that gives a current status of what tactical unit/person/department is responsible for updates and their projected completion dates.
- **Strategy 1.1E** - Create a trackable policy review framework to ensure policies are reviewed/updated on an annual basis (or other identified frequency).

Objective 1.2 - Digitize preplans and street maps and standardize access for emergency operations.

- **Strategy 1.2A** - Research and define the landscape of FRS street maps and preplans.
- **Strategy 1.2B** - Compile most recent versions and prioritize streets/maps to be updated.
- **Strategy 1.2C** - Create central database with needs-based access controls (searchable?).
- **Strategy 1.2D** - Database (trackable) that gives a current status of what tactical unit/person/department is responsible for updates and their projected completion dates.
- **Strategy 1.2E** - Create a trackable policy review framework to ensure streets/preplans are reviewed/updated on an annual basis (or other identified frequency).

Infrastructure

- **Strategy 1.2F** - Standardize access from emergency vehicles to electronic tools.

Objective 1.3 - Leverage “big data” to improve operational effectiveness and efficiency.

- **Strategy 1.3A** - Research and define the landscape of FRS data analytic tool needs/possibilities.
- **Strategy 1.3B** - Prioritize which data feeds/databases should be targeted first.
- **Strategy 1.3C** - Research/procure/develop database tools.
- **Strategy 1.3D** - Implement data analytic tools.
- **Strategy 1.3E** - Assess data analytic tools’ utilization and effectiveness.

Objective 1.4 - Leverage technology to increase effectiveness of intra-agency communications.

- **Strategy 1.4A** - Research and identify the landscape of communication mediums/technologies.
- **Strategy 1.4B** - Prioritize which tools should be implemented.
- **Strategy 1.4C** - Research/procure/develop communication tools.
- **Strategy 1.4D** - Implement intra-agency communication plan.
- **Strategy 1.4E** - Assess intra-agency communication utilization and effectiveness.

Objective 1.5 - Leverage technology to increase effectiveness of operational checks.

- **Strategy 1.5A** - Research and identify the landscape of operational checklists.
- **Strategy 1.5B** - Prioritize which checklists should be digitized/updated.
- **Strategy 1.5C** - Research/procure/develop documentation tools.
- **Strategy 1.5D** - Implement system-wide electronic checklist plan.
- **Strategy 1.5E** - Assess system-wide electronic checklist plan utilization and effectiveness.

GOAL 2 - Create a training facility system to accommodate both career and volunteer members.

Objective 2.1 - Expand current Public Safety Training Center (PSTC).

- **Strategy 2.1A** - Review the training requirements of the system to evaluate what courses the PSTC cannot accommodate due to capacity limits.
- **Strategy 2.1B** - Evaluate and enhance the current expansion plan of the PSTC to ensure it adequately supports the needs of the system from Strategy 1A.
- **Strategy 2.1C** - Research/develop/procure resource management software to more effectively manage and schedule courses to maximize the efficiency of the PSTC.

Objective 2.2 - Utilize satellite training facilities to increase flexibility, efficiency and effectiveness of system-wide training.

Infrastructure

- **Strategy 2.2A** - Inventory system-wide FRS facilities and assets to develop capacity landscape.
- **Strategy 2.2B** - Research/develop/procure resource management software to more effectively manage and schedule courses to maximize the efficiency of the satellite facilities.
- **Strategy 2.2C** - Leverage community partnerships for facilities like McCoart, libraries, private venues and other community locations.
- **Strategy 2.2D** - Procurement of training equipment/technology needs for satellite facilities.

Objective 2.3 - Leverage technology to increase virtual training.

- **Strategy 2.3A** - Expand the use of software platforms.
- **Strategy 2.3B** - Provide system and tools to create training courses to host virtually (i.e., Instructor and Officer series).
- **Strategy 2.3C** - Revise training course (selected in Strategy 2.3B) curriculum to be more engaging in a virtual setting.

GOAL 3 – Improve and streamline apparatus procurement, maintenance and fleet management to meet the developing needs of the County.

Objective 3.1 - Optimize fleet management facility/facilities to keep pace with our growth as a department.

- **Strategy 3.1A** - Assess via subject matter expert (SME) Optimal Fleet management and maintenance plan that should be followed. The plan should be based on survey and identification of service gaps, “vehicle up time,” percentage goals, establish target costs per piece of apparatus, repair cost and repair efficiency baseline goals to be measured.
- **Strategy 3.1B** - Explore expansion of fleet management facilities to include either larger stand-alone central facility, or East end and West end fleet management/repair facilities to maximize coverage.

Objective 3.2 - Apparatus procurement process analysis. Change to a “one contract” model for all apparatus purchases to maximize efficiency and dollars spent.

- **Strategy 3.2A** - Centralize/standardize purchasing to one of three branches each led by SMEs of the branch: Suppression, EMS and Specialty apparatus and secure contracts for each apparatus type that all departments can benefit from rather than single unit contracts.

Objective 3.3 - Fleet management staff coverage expansion.

- **Strategy 3.3A** - 24-hour shift fleet management personnel. Civilian staff position to supplement and carry out work that was initiated by DFR Fleet management personnel.

Objective 3.4 - Maximize Fleet “up” time and efficiency of apparatus distribution across the county.

- **Strategy 3.4A** - Staff a dedicated DFR maintenance facility with contract maintenance staff that

Infrastructure

work by meeting performance measures and work on a contractual basis rather than County maintenance staff.

GOAL 4 – Maintain quality equipment and technology that meet the developing needs of the County.

Objective 4.1 - Expand warehouse capability.

- **Strategy 4.1A** - Expand current positions that support the function of the FRS Logistics Division.
- **Strategy 4.1B** - Research and implement a technology solution that provides system support for the supply and demand needs fulfilled by a centralized logistics system.
- **Strategy 4.1C** - Purchase and develop technology that provides all FRS personnel system support for logging equipment needs, equipment upgrade status, end of life status and overall tracking that ensures all FRS equipment is maintained and replaced in a timely and efficient manner.

Objective 4.2 - Establish single source purchase contracts for all equipment, both Fire and EMS, which reduce capital expenses.

- **Strategy 4.2A** - Execute single source contracts for Fire and EMS equipment utilized throughout the FRS.

Objective 4.3 - Standardization of operational equipment throughout the FRS.

- **Strategy 4.3A** - Utilize resource management software to create standardized equipment lists at each fire station that establish minimums for Fire and EMS equipment utilized by career and volunteer personnel (ex.: Each station should only house xx feet of hose, EMS supply and equipment deemed a necessity for daily functions).

GOAL 5 – Define and continue development of facilities needs throughout the FRS that ensure facilities are built and equipped for future growth.

Objective 5.1 - To ensure FRS members have safe working environments to carry out the mission, vision and values of the System.

- **Strategy 5.1A** - Evaluate future fire and rescue station locations to ensure they meet the needs of the County's Safe and Secure Community Comprehensive Plan.
- **Strategy 5.1B** - Evaluate all current fire and rescue stations throughout the FRS and evaluate the current state of the buildings based on evaluation criteria that will help develop future planning for renovation or new construction as facilities age. Develop list of next planning/renovation construction.
- **Strategy 5.1C** - Design, develop and execute the establishment of a Fire and Rescue Headquarters or Public Safety Building.



Workforce Development

Workforce Development

Workforce Development

The world is a diverse place that benefits from many different walks of life. The FRS is no different. To best leverage these benefits using the Strategic Plan, the FRS will need to establish a comprehensive workforce plan that reflects current and projected needs. Doing so will help move the FRS to a workforce representative of the community in Prince William County.

It is imperative the FRS provides early and ongoing training and professional development opportunities to ensure a highly qualified workforce. A comprehensive training program provides support and enhancement of the initial certification and continuing education initiatives of the FRS. In addition to this, the Strategic Plan identifies priorities to further mentor, educate and train individuals to give them the needed tools to be successful as they move into new roles. Finally, we will need to continually evaluate the non-uniform staffing needs of the FRS and provide support as those needs are predicted and anticipated.



GOAL 1 – Establish a comprehensive workforce plan that reflects current and projected needs.

Objective 1.1 - Maximize the value and impact of workforce capital.

- **Strategy 1.1A** - Analyze current workforce profiles inclusive of paid, volunteer, civilian and contract workforce.
- **Strategy 1.1B** - Review and update Uniform Rank Structure (URC) to ensure the workforce can meet the changing needs of the community.
- **Strategy 1.1C** - Connect people and their talents to the System needs identified.

Objective 1.2 - Improve succession planning.

- **Strategy 1.2A** - Identify qualifications of what FRS members should possess to fill new roles they will assume in the future.
- **Strategy 1.2B** - Take inventory of current positions in the system and how many FRS members are qualified to hold those positions.
- **Strategy 1.2C** - Develop plans to create groups of individuals to fill various positions in the System.

Workforce Development

GOAL 2 – Make the workforce representative of the community in Prince William County.

Objective 2.1 - Define what diversity means and get a baseline of the diversity in the community.

- **Strategy 2.1A** - Identify the diversity and trends in the PWC community.
- **Strategy 2.1B** - Define what types of diversity are to be measured for the system.

Objective 2.2 - Define the current baseline of diversity in the System.

- **Strategy 2.2A** - Identify diversity and trends in the System.
- **Strategy 2.2B** - Identify what actions are working to recruit diversity and how can we improve.
- **Strategy 2.2C** - Complete a comprehensive workforce analysis of the System that identifies stratification of diversity at all levels of the organization.

Objective 2.3 - Implement recruitment best practices that attract qualified diverse applicants.

- **Strategy 2.3A** - Seek out, evaluate and implement successful best practices in diversity recruitment from other agencies and organizations.
- **Strategy 2.3B** - Identify impediments to diversifying the recruitment, retainment and advancement of the workforce.
- **Strategy 2.3C** - Define strategies to fix the issues identified that impact diversity.

GOAL 3 – Using the expectations of the Strategic Plan, establish and implement a workforce plan for the FRS in four years.

Objective 3.1 - Improve workforce evaluation tools of Knowledge, Skills and Abilities (KSAs) and establish those missing (ex.: baseline firefighter checkoff system-wide).

- **Strategy 3.1A** - Provide self-assessment career track progression tools/documents.
- **Strategy 3.1B** - Encourage professional development beyond traditional Fire ground and EMS operations (leadership, management, psychology, business, IT/GIS, etc.) to support personal growth of all FRS members and improve their skillset for the system.
- **Strategy 3.1C** - Add positions to assist system members with career advisement and advancement.

GOAL 4 – Comprehensive training programs that provide for initial certification and continuing education for the System.

Objective 4.1 - To educate and train FRS members to meet or exceed minimum standards in all KSAs.

- **Strategy 4.1A** - Provide opportunities for education and training in all categories within the FRS system.
- **Strategy 4.1B** - Revisit County Line of Duty Death (LODD) reports and assess status of implementation of training-related recommendations.

Workforce Development

Objective 4.2 - To provide and promote competency-based training at all skill levels.

- **Strategy 4.2A** - Maintain competency-based job descriptions and performance criteria for all positions.
- **Strategy 4.2.B** - Identify opportunities to enhance standardized on-the-job training.

GOAL 5 – Further mentor, educate and train individuals to give them the tools needed to be successful as they move into new roles.

Objective 5.1 - To enhance and manage leadership skills for upcoming officers and leaders.

- **Strategy 5.1A** - Create additional leadership and management training for all FRS members.
- **Strategy 5.1B** - Provide annual continuing education training for officers and leaders.
- **Strategy 5.1C** - Provide opportunities for development in all ranks within the system.
- **Strategy 5.1D** - Capitalize on different methods of delivery as well as regional and national opportunities.
- **Strategy 5.1E** - Develop formal mentoring program for all FRS members.

Objective 5.2 - Improve accessibility of training and education opportunities.

- **Strategy 5.2.A** - Capitalize on different methods of delivery as well as regional and national opportunities.
- **Strategy 5.2.B** - Increase availability of special operations classes (Technical Rescue Operations (TRO), Hazardous Materials, Swiftwater Rescue, SWAT Medic).

Objective 5.3 - Mentor individuals to empower individual success and growth.

- **Strategy 5.3A** - Develop formal mentoring program for all FRS members.
- **Strategy 5.3B** - Identify and inventory internal and external administrative committees supporting the FRS.
- **Strategy 5.3C** - Develop the process for selection, term limits and rotation of membership to committees.

GOAL 6 – Continually evaluate the non-uniform staffing needs of the Fire and Rescue System and provide support as those needs are predicted/anticipated.

Objective 6.1 - Provide sufficient staff to effectively support the continued growth of the System.

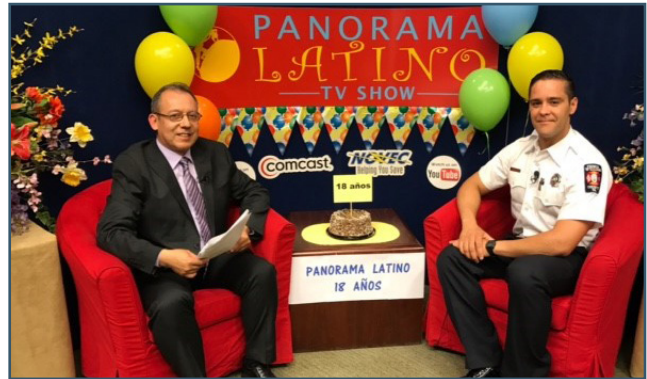
- **Strategy 6.1A** - Prioritize the needs in support areas such as, but not limited to, Logistics, Finance, Administrative Support, Training, CIT (Web/GIS), Communications and Planning.
- **Strategy 6.1B** - Assess current non-uniform staff positions in the System to determine a baseline and identify staffing gaps.
- **Strategy 6.1C** - Evaluate other combination systems for best practices in providing support to all FRS Members (i.e., Loudoun, Spotsylvania, Henrico, Fauquier).

Community Outreach

Community Outreach

The FRS will explore new opportunities and partnerships while maintaining and strengthening existing relationships in the community. This will ensure the needs of Prince William County are identified and addressed in a growing and changing community. To develop and maintain these relationships, the FRS will ensure it has effective communication between the System, partners and the communities we serve.

The goals, objectives and strategies in this section will provide a plan for the FRS to develop and maintain these relationships to keep the County a healthy, safe and secure community.



GOAL 1 - Develop and maintain relationships with the community and its partners to ensure our mission, vision and values meet the needs of Prince William County.

Objective 1.1 - To better understand the current makeup of the community so we can better understand and anticipate the current and future needs of the County.

- **Strategy 1.1 A** - Enhance current relationship with key community partners.
- **Strategy 1.1 B** - Identify new community partners that can enhance services provided by the FRS.

Objective 1.2 - Foster a relationship between the FRS and the community that enhances services to our citizens while enhancing trust between the two.

- **Strategy 1.2A** - Develop programs with identified community organizations that will enhance services provided by the FRS.
- **Strategy 1.2B** - Work with existing community partners to identify gaps in essential services to the community.

Community Outreach

GOAL 2 – To design and deliver programs based on call volume, demographics and risks that contribute to life safety education.

Objective 2.1 - To deliver programs that meet the unique needs and expectations of the community.

- **Strategy 2.1A** - Update and rebrand the Learn Not to Burn programs and community education programs across the spectrum.
- **Strategy 2.1B** - Consider adding continuity planning support for businesses and individual preparedness (emergency management's charge for community preparedness).
- **Strategy 2.1C** - Re-establish the car safety seat program.
- **Strategy 2.1D** - Establish programs that educate homeowners, businesses and schools on fire prevention and safety.
- **Strategy 2.1E** - Capture progress of programs by incorporating them into performance measures.
- **Strategy 2.1F** - Establish programs that encourage all ranks within FRS membership to interact with the community.

GOAL 3 – Strengthen communications between the FRS and the community.

Objective 3.1 - Brand and advertise the Fire and Rescue System (FRS) to the community.

- **Strategy 3.1A** - Identify communication outlets that are effective depending on the message being delivered to the community.

Objective 3.2 - To establish the FRS as a community partner and stakeholder in providing community services.

- **Strategy 3.2A** - Utilize identified outlets, such as social media, to communicate internally and externally.
- **Strategy 3.2B** - Utilize media services, such as Executive Communications, to provide guidance and facilitate internal and external communications.
- **Strategy 3.2C** - Identify metrics that can measure how successful our communication plan is with the community.

Objective 3.3 - Communicate real-time information about public safety concerns to citizens.

- **Strategy 3.3A** - Utilize existing resources to create ongoing dialogue with the community.
- **Strategy 3.3B** - Obtain resources needed to fill gaps in communication with the community.

Community Outreach

GOAL 4 – Perform a comprehensive community risk and reduction assessment.

Objective 4.1 - To gather strengths and weakness within the FRS for responding to all emergencies.

- **Strategy 4.1A** - Ensure that information for assessing community risk and reduction is readily available.
- **Strategy 4.1B** - Utilize technology to create an interface for the community and FRS to share information.
- **Strategy 4.1C** - Utilize technology to create real-time data for FRS members when providing service.

GOAL 5 – Utilize relationships with local, regional, state and federal agencies to facilitate community outreach.

Objective 5.1 - To establish and expand services needed by the community.

- **Strategy 5.1A** - Monitor local, state and Federal legislation, standards and rules that can enhance or hinder the ability to provide community outreach.
- **Strategy 5.1B** - Support community wraparound services in providing the appropriate healthcare that is the most effective according to the standard of care (ex.: Health Department, Social Services, Area on Aging, Court System).





Health and Safety

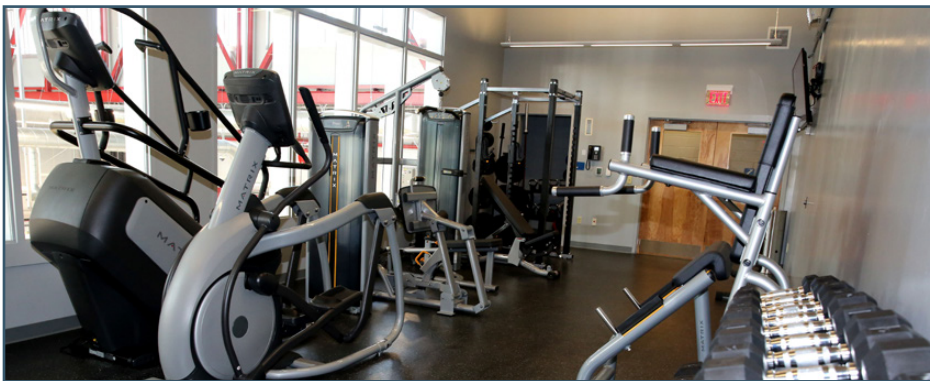
Health and Safety

Health and Safety

The FRS values the mental and physical wellbeing of its members. This Strategic Plan will refine the organizational culture of “taking care of our own” by expanding opportunities and access to services. This commitment to education, prevention and mitigation will minimize workplace illness, injury and mortality.

The FRS will proactively evaluate risk and implement programs by understanding the baselines and science while reducing the impact of known threats and hazards.

The goals, objectives and strategies in this section will provide a plan for the FRS to develop and maintain a safe and healthy work environment for members to keep the County a healthy, safe and secure community.



GOAL 1 – Protect the mental well-being of our system’s most valuable resource, our personnel, through enhanced behavioral health education and care.

Objective 1.1 - Provide for emotional support and mental health of our members to reduce burnout and unhealthy coping habits.

- **Strategy 1.1A** - Obtain baseline and find trends to track success.
- **Strategy 1.1B** - Create central access point for behavioral health training tailored to everyone as well as supervisor training for mental health red flags.
- Objective 1.2 - Coordinate nonstructured support mechanisms that exist in the county as available alternatives.
- **Strategy 1.2A** - Educate all members of the System about the Resiliency Center.
- Objective 1.3 - Expand Peer Support Team in both size and scope.
- **Strategy 1.3A** - Proactive engagement based on specified qualifiers and industry standards.

Health and Safety

GOAL 2 – Protect our System’s most valuable resource, our members, through enhanced prevention, detection and treatment of physical diseases.

Objective 2.1 - Reduce missed work shifts, increase member health, reduce medical retirements and reduce LODDs.

- **Strategy 2.1A** - Maintain 100% compliance in physical fitness program and enhance minimum health screening criteria to meet recommended industry standards.
- **Strategy 2.1B** - Create central database of cancer-affected personnel throughout the system using a cancer tracking program.
- **Strategy 2.1C** - Institute a work performance evaluation to identify strengths and weaknesses of FRS members.

Objective 2.2 - Develop lifelong health and wellness habits for FRS members in order to make it part of the fire and rescue culture.

- **Strategy 2.2A** - Create and support programs that focus on making wellness and fitness a lifestyle.
- **Strategy 2.2B** - Reinstitute the peer fitness trainer program.

GOAL 3 – Refine the organizational culture to embrace attitudes, action and accountability for health and safety.

Objective 3.1 - Enhance data collection and analysis to improve policy supportive of health and well-being.

- **Strategy 3.1A** - Promote use of and track utilization of mental health resources.
- **Strategy 3.1B** - Promote use of and track utilization of cancer prevention/tracking best practices.
- **Strategy 3.1C** - Promote use of and track utilization of physical program and fitness programs.
- **Strategy 3.1D** - Improve policy and procedures supported by trend data potentially reducing insurance and worker compensation payouts once reduction actions are put in place.

Objective 3.2 - Empower all FRS members to embody a high standard of safety, mental and physical well-being to minimize risks and improve the health of each member.

- **Strategy 3.2A** - Maintain life cycle PPE program inclusive of proper sizing, inspection, cleaning, storage and decommissioning in accordance with industry standards.
- **Strategy 3.2B** - Empower unit officers to implement mental and physical well-being activities that fit their crew dynamics.



Operations

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The FRS will continually evaluate how it provides emergency services to the community. A service evaluation will be conducted to ensure the needs and expectations of the system are achieved. The evaluation process will include leveraging new technologies to ensure current resources are used efficiently and effectively. It will determine the additional resources required to continue to provide exceptional emergency services.

The FRS Operations Section will host community programs to increase education and engagement with citizens. These programs, through innovative delivery methods, will help mitigate risks and reduce impacts from emergencies.

The goals, objectives and strategies in this section will provide a plan for the FRS to provide education, prevention and emergency services to keep the County a healthy, safe and secure community.



GOAL 1 - To effectively and efficiently mitigate emergency incidents.

Objective 1.1 - Protect people from injury or death and reduce property loss.

- **Strategy 1.1A** - Meet or exceed national staffing recommendations including support personnel to provide the highest level of service.
- **Strategy 1.1B** - Initiate and complete the processes necessary for cross-staffing of apparatus with volunteer and career FRS members to fill gaps in meeting and exceeding staffing standards.
- **Strategy 1.1C** - Gather and evaluate outcome data to improve service delivery.
- **Strategy 1.1D** - Maintain active participation with Northern Virginia (NOVA) committees and recommendations.
- **Strategy 1.1E** - Develop and promote research and development committees that promote advancements in technologies and tactics that preserve high-level services to the community.

Objective 1.2 - To protect people and the environment from hazardous materials throughout the County and neighboring jurisdictions.

- **Strategy 1.2A** - Ensure compliance with standards that are mandated by local, state and federal regulatory agencies when mitigating hazardous materials.

Operations

Objective 1.3 - To ensure taxpayer-funded resources are used in the most fiduciary manner while complying with local, state and federal regulatory agencies.

- **Strategy 1.3A** - Determine the effectiveness of the current delivery model of special operations (Technical Rescue Operations (TRO), Hazardous Materials, Swiftwater Rescue, SWAT Medic) disciplines to determine if different deployment models are needed.
- **Strategy 1.3B** - Identify potential partnerships that can assist and/or enhance service delivery.

Objective 1.4 - Further develop our special operations capabilities.

- **Strategy 1.4A** - Provide advanced special operations training across all disciplines through a systematic approach to ensure a standardized delivery of services. 4

GOAL 2 – Maintain and exceed the current EMS service delivery by FRS.

Objective 2.1 - To protect people from injury or death and decrease comorbidity.

- **Strategy 2.1A** - Maintain paramedic staffing on all apparatus including ambulances, engines and specialty pieces.
- **Strategy 2.1B** - Continue to evaluate the appropriate “scope of practice” to be delivered based on best practice and industry standards.
- **Strategy 2.1C** - Hire full-time Operational Medical Director to ensure service delivery goals are achieved.
- **Strategy 2.1D** - Provide adequate supplies to meet protocols and Health Department standards.

GOAL 3 – Evaluate progressive EMS delivery by examining alternative models/methods to enhance service delivery.

Objective 3.1 - Provide progressive EMS service delivery that will meet the changing needs of the community.

- **Strategy 3.1A** - Establish a Mobile Integrated Health Program within the FRS by incorporating telemedicine as an option for service delivery.
- **Strategy 3.1B** - Optimize patient care by creating alternative routes for patient transport and involving other community agencies.
- **Strategy 3.1C** - Establish group or personnel for research in current and future trends of EMS.

Operations

GOAL 4 – Evaluate and improve the use of technology for daily operations in all hazard areas.

Objective 4.1 - Identify and evaluate current technology that supports daily operations and internal operations.

- **Strategy 4.1A** - Define current technology and identify current deficiencies.
- **Strategy 4.1B** - Identify software that can be used for all Operational Disciplines.

Objective 4.2 - Explore and research new processes and cutting-edge technologies that will advance service delivery.

- **Strategy 4.2A** - Participate in local, statewide and national research opportunities to ensure best practice for fire suppression.
- **Strategy 4.2B** - Complete internal research on suppression and suppression support equipment to ensure engine companies are effectively equipped.

GOAL 5 – Increase awareness of community-oriented prevention with a focus on fire and life safety education and code compliance.

Objective 5.1 - To reduce loss of life and property within the County.

- **Strategy 5.1A** - Explore alternatives to the current delivery model of fire and life safety initiative.
- **Strategy 5.1B** - Improve the efficiency and effectiveness of the fire and life safety inspection program.
- **Strategy 5.1C** - Create a trackable policy review framework to ensure streets/preplans are reviewed/updated on an annual basis (or other identified frequency).

GOAL 6 – Conduct accurate investigations to determine cause and origin of fires and explosions involving loss of life and/or injury to persons or property loss.

Objective 6.1 - To identify areas of improvement for public safety programs.

- **Strategy 6.1A** - Use information obtained from investigations to develop community outreach programs that meet the fire prevention needs of the community.

Objective 6.2 - Identify areas to advocate and legislate for code changes in fire prevention.

- **Strategy 6.2A** - Use information obtained from investigations to develop community outreach programs that meet the fire prevention needs of the community.



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