

# ORGANIZATIONAL BACKGROUND

The Stafford County Fire and Rescue Department was established on September 20, 2005. We are a combination career-volunteer department that provides emergency response services to all fire, rescue, and emergency medical incidents, as well as swift water, hazardous materials, and other technical rescue emergencies. In addition, the department is the lead agency for emergency management for Stafford County, oversees building plan review, fire code enforcement, fire and environmental crime investigation, and public fire and life safety education and preparedness.

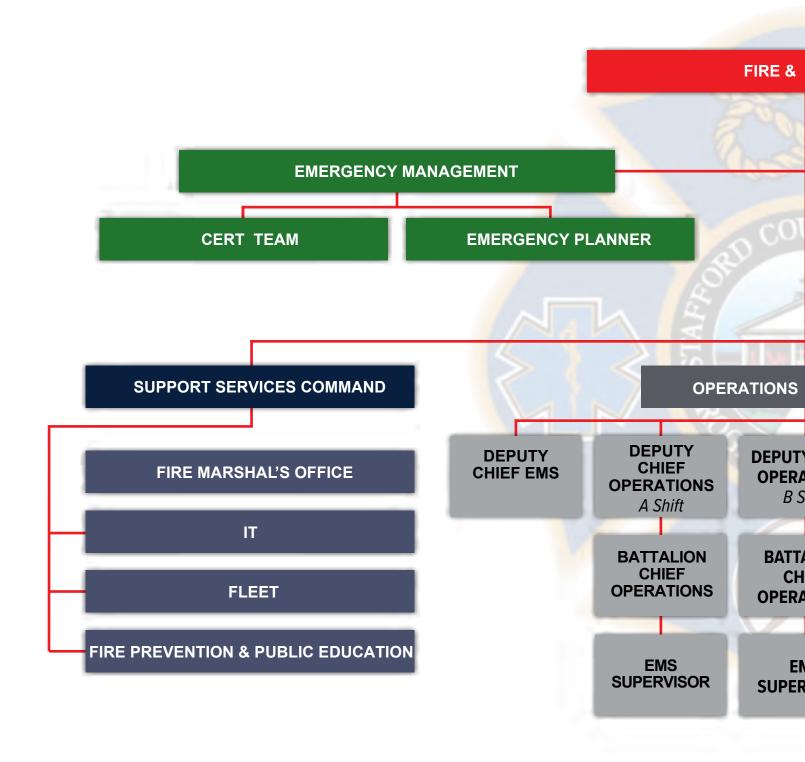
The Department is headquartered at the Public Safety Center in Stafford, VA, and serves the county with an integrated workforce of approximately 350 career and volunteer personnel operating from 15 fire and rescue stations in partnership with 13 volunteer fire or rescue companies. The County is divided into 2 Battalions operating 18 Engines, 3 Ladders, 2 Heavy Rescues, 20 ambulances, 3 fire-rescue boats and various other support equipment. We respond to more than 20,000 calls annually. Daily career staffing includes one Operations Deputy Chief, one Battalion Chief, six fire suppression apparatus, three Basic Life Support (BLS) transport units, and five Advanced Life Support (ALS) transport units. Daily volunteer activity typically includes suppression and EMS transport unit staffing.

The diversity of Stafford County and its location in the Washington, DC metro area present many challenges to the fire and rescue system. Over 32 languages are spoken, and the county continues to be one of the fastest growing in Virginia. Stafford County ranks as the 7th wealthiest county in the country according to the U.S. Census (2010).

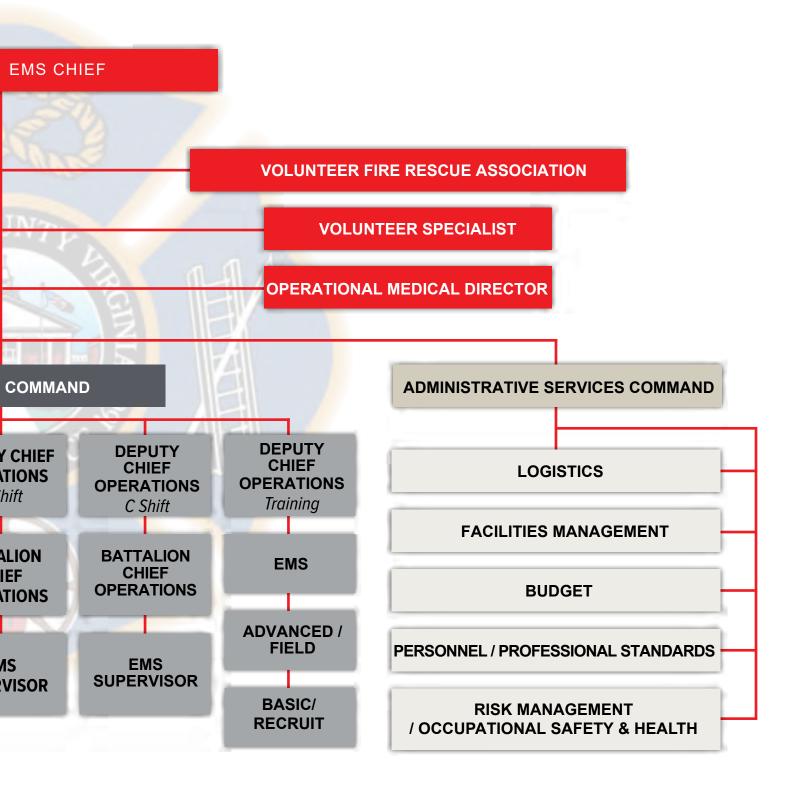
In addition to the customary hazards associated with robust residential and commercial development, Stafford County is traversed by one of the nation's most traveled interstate highways (I-95). The jurisdiction is served by rail including AMTRAK and Virginia Railway Express commuter service, which operates two commuter stations in the county. The Potomac and Rappahannock rivers and their tributaries, as part of the environmentally-protected Chesapeake Bay watershed, present our Marine Fire-Rescue Unit with challenges ranging from swift water to watercraft firefighting and hazardous materials containment.

Other special hazards include Stafford Regional Airport, two correctional facility and major petroleum and natural gas pipelines. Stafford County is home to numerous major historical properties related to our Nation's founding and the Civil War including George Washington's boyhood home, presenting unique challenges to fire protection and prevention efforts. Stafford County is also home to Marine Corps Base Quantico, the FBI Academy, the FBI National Laboratory and DEA Academy.

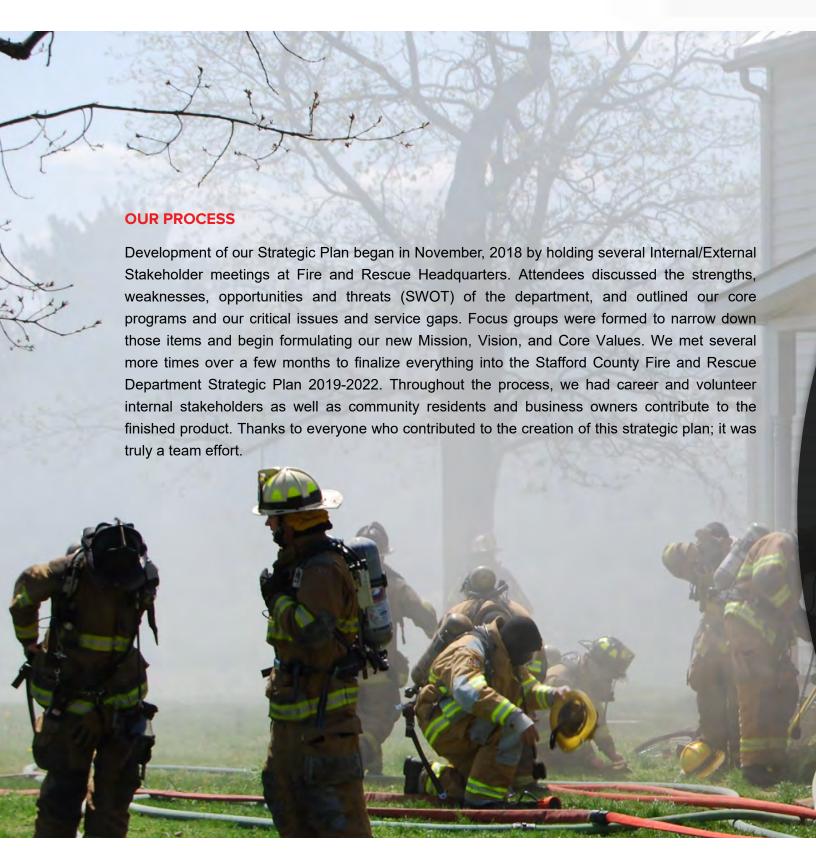




## ORGANIZATIONAL STRUCTURE



## **PROCESS, MISSION & VISION**



## Mission

The Stafford County Fire & Rescue Department is a passionate organization, dedicated to improving the quality of life of our citizens and safeguarding our community by providing responsive emergency services and proactive risk-reduction services.

# Vision

We will build a premier fire & rescue department by becoming metricdriven, keeping pace with growth and technology, and by creating a culture of community-focused service.

# Core Values

- » INTEGRITY
- » PRIDE
- » SERVICE
  - » COURAGE
  - » RESPECT









COMMUNITY
RISK REDUCTION









## SUPPORT SERVICES

- » RAPPAHANNOCK EMERGENCYMEDICAL SERVICES COUNCIL
- » LOCAL BUSINESS
- » NORTHERN VIRGINIA EMERGENCYRESPONSE SYSTEM
- » VIRGINIA NATIONAL GUARD
- » METROPOLITAN WASHINGTONCOUNCIL OF GOVERNMENTS
- » VIRGINIA DEPARTMENT OF FIREPROGRAMS
- » EMERGENCY COMMUNICATIONS
- » NATIONAL FIRE ACADEMY
- » VIRGINIA DEPARTMENT OF HEALTH
- » SOCIAL MEDIA
- » LAW ENFORCEMENT
- » STATE

- » FEDERAL
- » RAPPAHANNOCK AREACOMMUNITY SERVICES BOARD
- » VIRGINIA DEPARTMENT OFTRANSPORTATION
- » CLANDESTINE DRUG LAB
- » VIRGINIA DEPARTMENT OFEMERGENCY MANAGEMENT
- » PUBLIC SAFETY ANSWERING POINT
- » DOMINION POWER
- » RAPPAHANNOCK ELECTRICCOOPERATIVE
- » NORTHERN VIRGINIA ELECTRICCOOPERATIVE
- » NORTHERN NECK ELECTRICCOOPERATIVE
- » NOTHERN VIRGINIA HOSPITALALLIANCE
- » THE ARC

## **CORE PROGRAMS**





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# S STRENGTHS

- » ADAPTABILITY
- » PEOPLE- WE TAKE STOCK IN OUR PEOPLE
- » ACCOUNTABILITY- EMERGENCY SCENE MANAGEMENT
- » FLEET/EQUIPMENT/APPARATUS-MAKING PROGRESS
- » CAREER ADVANCEMENT OPPORTUNITIES- SMALL DEPT
- » COLLECTIVE VOICE- EVERYONE HAS A SAY
- » PROGRESSIVENESS
- » SPECIAL OPS- SWIFTWATER
- » YOUNG DEPARTMENT- DIFFERENT IDEAS
- » LOGISTICS
- » DIVERSITY
- » AUGMENTED STAFFING
- » TECHNOLOGY
- » VOLUNTEER SUPPORT- CERT

- » TREND-SETTERS/LEADERS IN THE REGION
- » FIRE OPS- AGGRESSIVE
- » TRAINING
- » RMS SYSTEM
- POLICIES BEING UPDATED
- » CUSTOMER SERVICE
- » COMBINATION SYSTEM
- » SMALL LAND AREA
- » OVERCOME OBSTACLES
- » EMERGENCY SYSTEM MANAGEMENT
- » EMERGENCY CALL SCREENING
- » PROFESSIONALISM/JOB KNOWLEDGE
- » DEPARTMENT SUPPORTS NEW IDEAS
- » COUNTY'S ECONOMIC SITUATION

## S.W.O.T. ANALYSIS

- » BASIC TRAINING ACADEMY
- » ALL-HAZARD APPROACH
- » PERSONNEL/TALENTED PERSONNEL
- » VISION
- » CITIZEN INTERACTION
- » LEADERSHIP
- SUPPORT FROM ELECTED OFFICIALS
- » EMS-CENTRIC- APPARATUS; EQUIPMENT; PROTOCOLS; PATIENT OUTCOMES
- » EXPERIENCED VOLUNTEERS
- » ONBOARDING
- » PUB ED/COMMUNITY OUTREACH/
  COMMUNITY RELATIONS
- » TEAM-ORIENTED
- » MUTUAL AID
- » EMPOWERED INDIVIDUALS

- » SMALL DEPARTMENT
- » FORMAL MENTORING- TASK BOOKS; CODA; ALS RELEASE PROCESS
- » FACILITIES LOCATIONS
- » COMMUNITY RISK REDUCTION
- » COMMUNICATION
- » WORKING RELATIONSHIPS (INTERNAL & EXTERNAL)
- » RESOURCEFULNESS
- » NOVA
- » CISM
- » PERSONNEL/CAREER DEVELOPMENT
- » RECENT INTERNAL GROWTH
- **»** WORK ETHIC

# WEAKNESSES

- » COMMUNICATION- INTERNAL;
  WITH COUNTY AGENCIES
- » IT SUPPORT
- » MENTAL HEALTH PROGRAM
- » INSTRUCTORS AT MORE STATIONS
- » SUPPORT SERVICES- APPARATUS, EQUIPMENT
- » OPERATIONS
- » TRAINING
- » LACK OF CONTINUITY/INSTABILITY (3 SHIFTS)
- » EMS QI, QA
- » PIO- LACK OF DEDICATED PERSON
- » LACK OF FORMAL MENTORING (PEER-TO-PEER)
- » HUB/SPOKE SYSTEM

- » PEOPLE/PERSONNEL
- » MORALE
- » COMPENSATION
- » CULTURE
- » DIVERSITY
- » UNIFIED RANK STRUCTURE
- » RECRUITMENT/RETENTION
- » LOCAL HOSPITALS
- » WORKER'S COMP
- » POLICIES- NEED UPDATING
- » PERCEIVED LACK OF TRUST
- » PERSONNEL RECOGNITION

## S.W.O.T. ANALYSIS

- » SHORTAGE OF STAFF
- » FACILITIES/BUILDINGS/ INFRASTRUCTURE
- » ORGANIZATIONAL ACCOUNTABILITY-INCONSISTENT POLICY ENFORCEMENT
- » HUMAN RESOURCES MANAGEMENT-INTERNAL
- » PERSONNEL MANAGEMENT
- » STAF<mark>FIN</mark>G/DEPLOYMENT- OPS & ADMIN/ SUPPORT
- » UTILIZATION OF RESOURCES (INEFFICIENCY)
- » STAFF RELATIONSHIPS- CLIQUES; FAVORITISM; C+V
- » PROCESS TURNOVER (SUCCESSION PLANNING)
- YOUNG DEPARTMENT
- » SMALL DEPARTMENT- INEXPERIENCE
- » PRE-PLANNING

- » PERSONNEL/CAREER DEVELOPMENT
- **» DECREASING VOLUNTEER NUMBERS**
- » SERVICE DEMAND
- » GROWTH- WE'RE NOT KEEPING UP
- » TARGET HAZARDS
- » NOVA MANUALS
- » HEALTH & WELLNESS
- » FUNDING
- » LOWER RANKS NOT INVOLVED/ INCLUDED IN DECISIONS

# OPPORTUNITIES

- » GROWTH OF DEPARTMENT
- » ADVANCEMENT OPPORTUNITIES
- » ECONOMY
- » PRIDE/TRADITION

- » RIVERS; RAIL; I-95
- » INCREASE COMMUNITY SUPPORT-COMMUNITY
- » PARAMEDICINE; PUBLIC OUTREACH
- » POLITICAL CLIMATE

# THREATS

- » SURROUNDING DEPARTMENTS-RECRUITING OUR PEOPLE DUE TO BETTER PAY
- » UNAVAILABILITY OF IN-COUNTY CLASSES FOR PDG
- » CROSS-STAFFING
- » REVENUE/TAX BASE

- » INFRASTRUCTURE
- » BUDGET FLEXIBILITY
- » DECREASED FUNDING
- » NATURAL DISASTERS (\*RESILIENCE; CAPABILITY)

## S.W.O.T. ANALYSIS

- » RETURN TO 4-PERSON ENGINE COMPANIES
- YOUTH OF DEPARTMENT
- » CREATE 2 SEPARATE TRACKS (FIRE & EMS)
- » RECRUITMENT- CALL VOLUME, OTHER + THINGS

- » GEOGRAPHIC LOCATION/GEO-FEATURES- NOVA:
- » GROWTH OF COUNTY- POPULATION
- » CAPITAL IMPROVEMENT PLAN

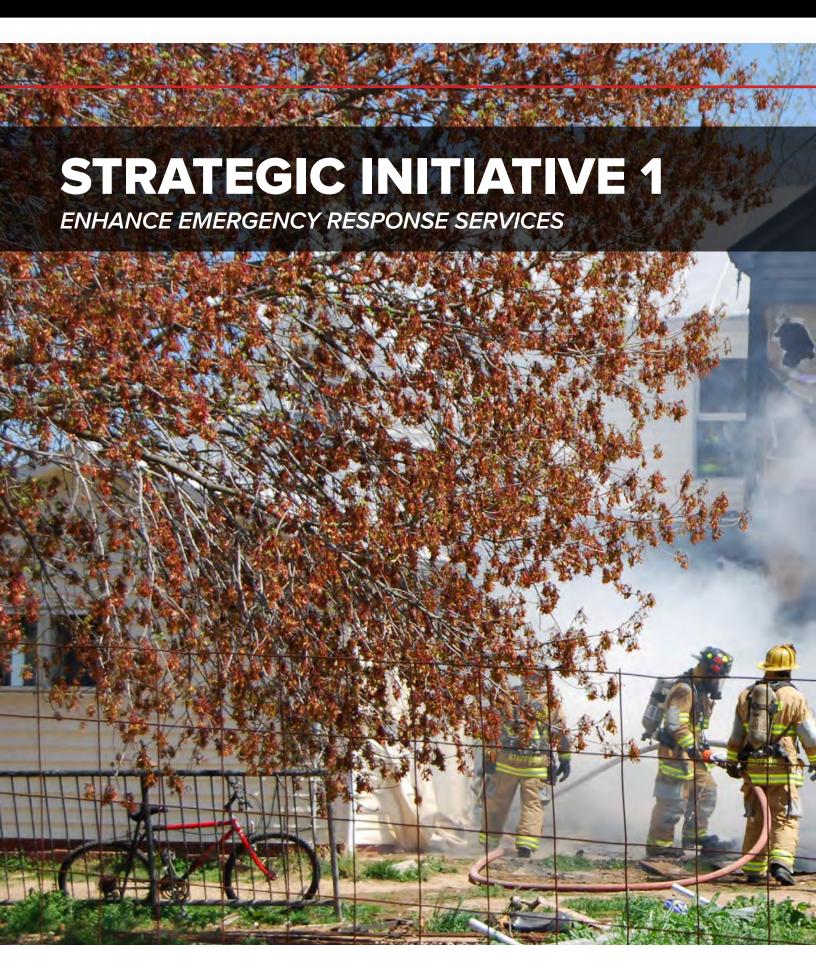
- » NOT STANDARDIZING POLICIES, PROCEDURES
- » SUPERVISOR DECISIONS NOT UNIFORM ACROSS ALL SHIFTS
- » RA<mark>PI</mark>D GROWTH OF COUNTY & POPULATION
- » RECRUITMENT/RETENTION

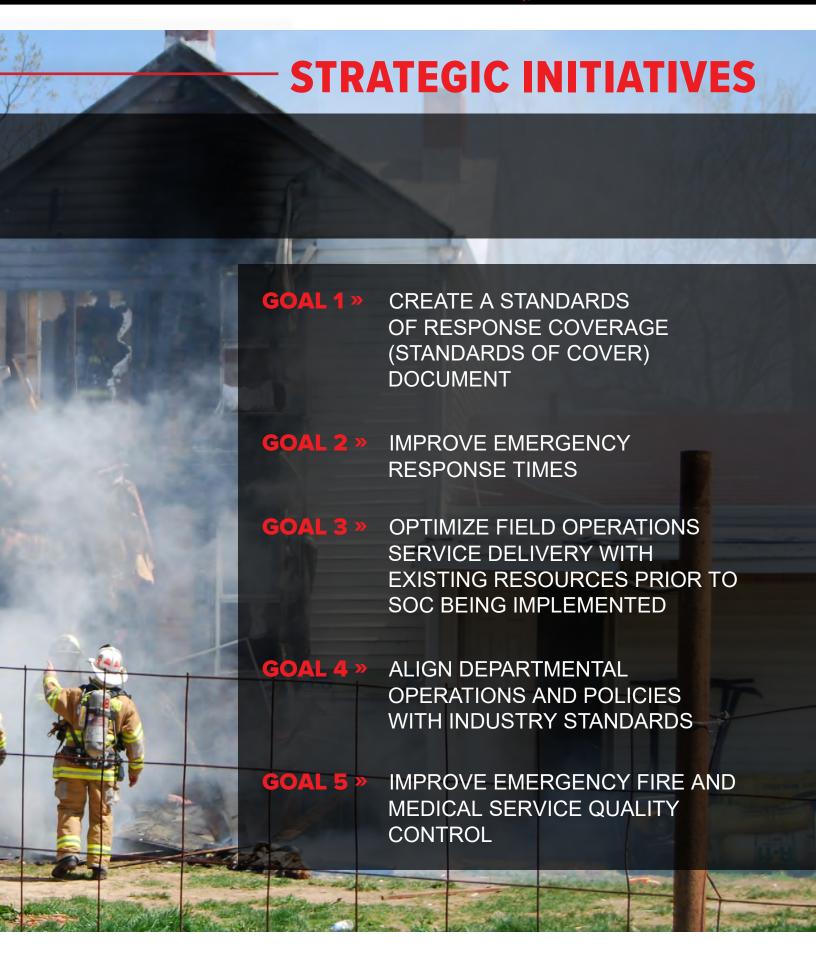
- » MIXED INTERNAL MESSAGES-PERSONNEL BEHAVIOR
- » REDUCED ENGINE STAFFING (4→3)
- » SLOW ECONOMIC DEVELOPMENT
- » DISEASE EVENT(\*RESILIENCE; CAPABILITY)

## **CRITICAL ISSUES & SERVICE GAPS**

- » RESPONSE TIMES
- » FM SUCCESSION PLANNING
- » AGING FACILITIES
- » POSITION CONTROL RANKS
- » PIO/INTERNAL/EXTERNAL COMMUNICATION
- » VOLUNTEER SERVICES ISSUES
- » APPARATUS
- » CAREER DEVELOPMENT FM OFFICE
- » DEPARTMENT IN GENERAL
- » SUPPLIES
- » POLICY ENFORCEMENT & ACCOUNTABILITY
- » RESPONSE TIMES
- » DEPLOYMENT OF RESOURCES
- » BOARD OF SUPERVISORS
- » TRAINING
- » APPARATUS & EQUIPMENT
- » STAFFING & DEPLOYMENT
- » PROFESSIONAL DEVELOPMENT
- » FIRE PREVENTION & INSPECTIONS
- » CUSTOMER SERVICE TRAINING
- » EMERGENCY SERVICES CAPABILITIES
- » PHYSICAL & MENTAL HEALTH & WELLNESS
- » CORE COMPETENCY PROGRAM
- » PUBLIC EDUCATION COORDINATION
- » BC2
- » EVENT PLANNING/MANAGEMENT/ COORDINATION
- » SUCCESSION PLANNING







# CREATE A STANDARDS OF RESPONSE COVERAGE (STANDARDS OF COVER) DOCUMENT...

**OBJECTIVE:** Establish a Standards of Cover Work Group to accomplish all tasks necessary to produce the SOC document

**TIMELINE: 18 Months** 

ASSIGNED TO: OPS / ASC / OFC

- » Perform a community hazard/risk assessment
- Evaluate the current distribution of resources, and recommend future distribution of resources based on the hazard/risk assessment
- Evaluate the current location of fire & rescue stations against the hazard/risk assessment, and recommend future station locations based on this overall assessment
- » Evaluate fire companies (staffing reliability; capability- Engine, Truck, Rescue Squad, Ambulance, support resources) to ensure resources are deployed efficiently and match community needs
- » Evaluate the process of dispatching resources
- » Evaluate the reliability and capability of mutual aid
- » Ensure all Mutual Aid Agreements are current
- » Ensure regular training with all mutual aid partners
- » Evaluate Operational Policies to ensure they are current and compliant with industry standards
- » Evaluate water supply capabilities
- » Ensure training records for all operational personnel are current and housed in a single location
- » Ensure all hose and ladder test records are current and housed in a single location
- » Establish regular service delivery and metrics review process
- » Report on all critical tasks to the County Fire Chief quarterly





# GOAL 2 IMPROVE EMERGENCY RESPONSE TIMES...

**OBJECTIVE A:** Research processes that could contribute to delay & recommend changes

**TIMELINE:** 6 Months

**ASSIGNED TO: OPS** 

### **CRITICAL TASKS:**

- » Evaluate time between call processing and station notification
- » Evaluate Automatic Vehicle Location (AVL) system and recommend improvements, if necessary
- » Research methods of improving turnout time without compromising safety
- » Research new or emerging technologies to help improve all phases of response times

**OBJECTIVE B:** Examine current staffing and deployment model to ensure the most efficient use of resources, and develop a plan to expand staffing and deployment based on growth

**TIMELINE:** 9 Months

**ASSIGNED TO: OPS** 

- » Identify gaps or delays in service based on statistical response data
- » Determine if staffing and deployment is consistent with industry standards
- » Based on response data, determine where additional staffing and resource allocation could serve the community more efficiently
- » Research need for adding a second Battalion Chief on each shift to reduce command officer response times
- Using response data, population data, and planned growth models, develop a plan to serve as a framework for expanding staffing and deployment as the department and County grow

## OPTIMIZE FIELD OPERATIONS SERVICE DELIVERY WITH EXISTING RESOURCES PRIOR TO SOC BEING IMPLEMENTED...

**OBJECTIVE:** Improve Current Resource Management & Deployment

**TIMELINE:** 6 Months (until SOC is developed and implemented)

ASSIGNED TO: OPS / ASC / SSC / OFC

- Evaluate the merging of volunteer companies/facilities that are non- operational or operationally redundant
- Using response data, evaluate current deployment of ALS/BLS transport units to ensure efficiency and appropriate response coverage
- » Evaluate the need for special service apparatus staffing
- » Evaluate implementing 3-person staffing at outlying transport units



## ALIGN DEPARTMENTAL OPERATIONS AND POLICIES WITH INDUSTRY STANDARDS...

**OBJECTIVE A:** Prepare for Insurance Services Office (ISO) Evaluation

**TIMELINE: 12 Months** 

ASSIGNED TO: OPS / ASC / OFC / SSC

#### **CRITICAL TASKS:**

- » Review last ISO evaluation (2014)
- » Identify areas that were identified as needing improvement to see if circumstances have changed
- Identify areas we can improve on immediately and take action
- Invite ISO to Stafford County for a pre-evaluation meeting
- Using information from the meeting, work to achieve the lowest possible rating from ISO in order to save our citizens money on annual insurance bills

**OBJECTIVE B:** Begin the process of becoming a Center for Public Safety Excellence (CPSE) accredited agency

TIMELINE: 18-24 Months

ASSIGNED TO: OPS / ASC / SSC / OFC

- » Assign an Accreditation Manager
- Schedule a CPSE visit to evaluate our department and provide guidance on the process
- 30 days after the CPSE visit, prepare a report for the County Administrator that outlines the process and the benefits of accreditation
- Develop Action Plan to achieve accreditation

# IMPROVE EMERGENCY FIRE AND MEDICAL SERVICE QUALITY CONTROL...

**OBJECTIVE A:** Establish a formal After Action Reporting (AAR) policy

**TIMELINE:** 6 Months

**ASSIGNED TO: OPS** 

### **CRITICAL TASKS:**

- Define threshold for significant incident reporting that triggers an After Action Report
- » Develop AAR template
- Provide training to Command Officers on report development
- Conduct formal After Action Review with crews after significant incident to identify strengths and areas of improvement
- Make reports available to all personnel to encourage improvement

**OBJECTIVE A:** Establish a formal Quality Assurance policy for EMS operations

TIMELINE: 6 Months

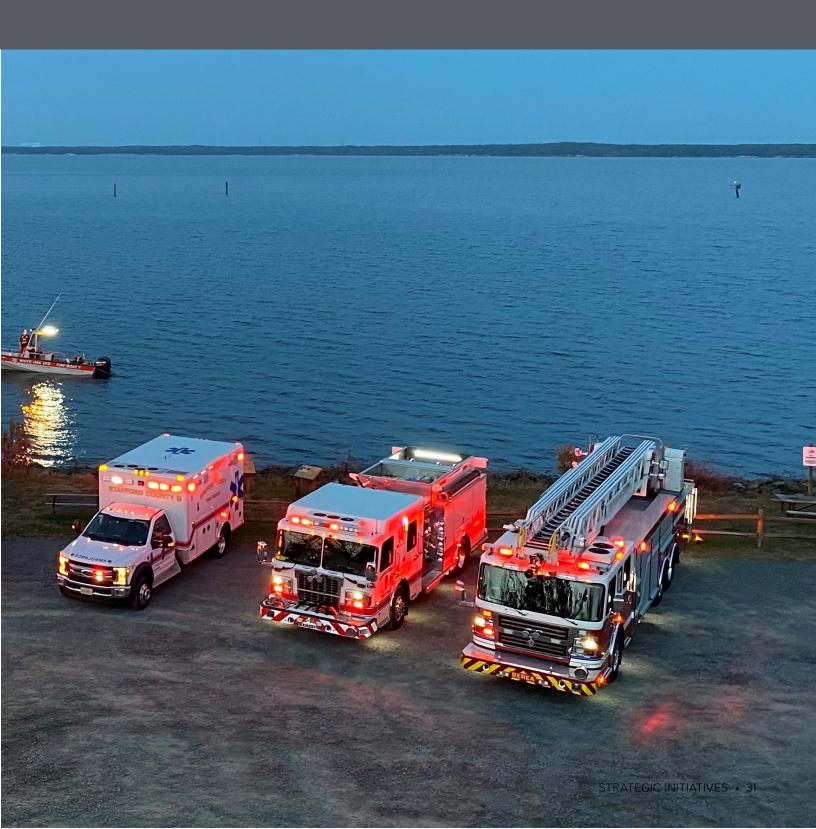
**ASSIGNED TO: OPS** 

- » Review and update Quality Assurance policy
- Collect data on EMS delivery to track provider performance
  - Evaluate using a third-party software system to track data
- Use data to develop and deliver relevant training
- » Hire/Assign Quality Assurance manager to review response data and Patient Care Reports to ensure compliance with all reporting requirements, to assure ambulance billing accuracy, and to assist in developing training as necessary

# STRATEGIC INITIATIVE 2

IMPROVE INFRASTRUCTURE





# GOAL 1 DEVELOP A STRATEGIC FACILITIES PLAN...

**OBJECTIVE:** Assess and identify facility needs to include facility replacement, facility improvement, new facilities, facility relocation and closure, and ongoing maintenance of current facilities in congruence with the Standards of Response Coverage document.

**TIMELINE: 12 Months** 

**ASSIGNED TO: OPS / ASC** 

- » Establish a Facilities Planning Committee (FPC)
  - Report quarterly to the County Fire Chief
  - Task the committee with objectives associated with the Goal of this Initiative
- » Use Standards of Cover (when complete), Land-Use Maps, data from Planning and Development, and Strategic Planning documents to identify and plan for facility needs
- Perform annual station assessments for rationality, livability, and compliance with applicable code and standards.
- Implement programs to standardize contracts for facility repair and maintenance as well as standardize purchasing.
- » Interface with County Procurement Office, County Attorney, and other applicable stakeholders.
- Develop and/or amend Capital Improvement Plan submissions to match identified FPC and Standards of Response Coverage objectives.



## DEVELOP AND IMPLEMENT A FLEET MANAGEMENT PLAN...

**OBJECTIVE A:** Establish a Fleet Management Committee (FMC).

**TIMELINE:** 6 Months

**ASSIGNED TO: SSC** 

- » Support Services Assistant Chief will serve as the FMC Chair
- » Report quarterly to the County Fire Chief
- » Task the committee with objectives associated with the Goal of this Initiative
- Committee members may involve subject matter experts as needed with specific design and specification objectives.
- This is inclusive of routine follow-up regarding already completed work.
- » Provide continuing education to committee members in pertinent fields.
- » Research methods of improving apparatus function and safety
- Review and update specifications for all apparatus annually
- » Review and update the Apparatus Replacement Plan annually



**OBJECTIVE B:** Evaluate the current apparatus fleet and identify requirements for all apparatus to include primary, support, and reserve apparatus

**TIMELINE:** 6 Months

**ASSIGNED TO: SSC** 

### **CRITICAL TASKS:**

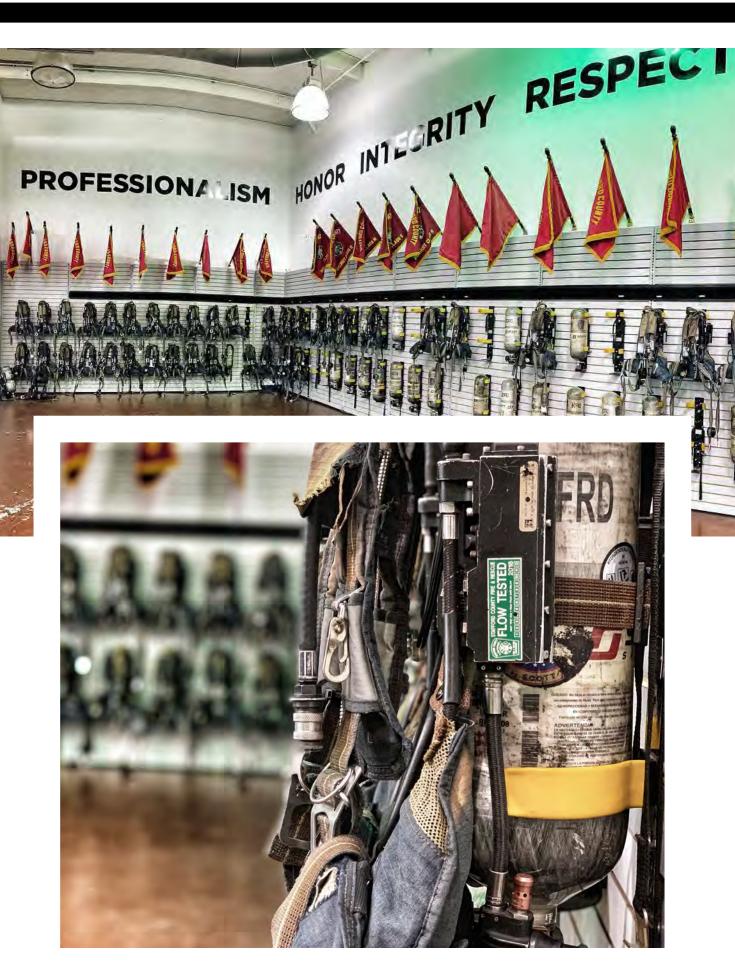
- » Perform full audit and inventory of fleet
- Consult fleet maintenance personnel regarding estimated
- » maintenance needs and reserve fleet quantities to maintain emergency service
- Establish minimum fleet requirements for all apparatus types
- Develop and/or amend Capital Improvement Plan submissions to match identified FMC and SOC Objectives
- Continually reassess needs and areas of success

**OBJECTIVE C:** Enhance and improve Fleet Maintenance Services

**TIMELINE: 12 Months** 

**ASSIGNED TO: SSC** 

- » Hire/Assign a Fleet Manager to manage the day-to-day operations of Fleet Services
- Implement a data management solution to all fleet functions to accurately track all expenditures and repairs
- Evaluate current Fleet Maintenance facility, and recommend improvements to increase capacity, efficiency, and safety



# DEVELOP AND IMPLEMENT AN EQUIPMENT AND WEARABLES PLAN...

**OBJECTIVE:** Establish an Equipment Testing and Standardization Committee (ETSC) and a Wearables Testing and Standardization Committee (WTSC). The ETSC will focus on equipment needs while the WTSC focuses on wearables to include PPE items.

**TIMELINE:** 6 Months

**ASSIGNED TO:** ASC

- Committees report quarterly to the County Fire Chief
- » Task the committees with other objectives associated with the Goal of this Initiative
- Committee members may involve subject matter experts as needed with specific objectives such as in service testing.
- Provide continuing education to committee members in pertinent fields.
- Develop standard equipment/wearables lists and identify standard vendors.
- Develop contracts for purchasing standardized equipment and wearables.
- » Interface with County Procurement Office, County Attorney, and other applicable stakeholders.
- Implement processes to ensure the concurrent purchasing of equipment with new apparatus purchases.
- Develop testing requirements for specific items and a standard response document for testing personnel to utilize for follow-up and discussion.
- Establish action thresholds for reassessment of standardized items and provide mechanisms for personnel to request such assessments.
- Seek improvements in technology or equipment that could provide for safer response and operation

# GOAL 4 DEVELOP AND IMPLEMENT AN IT PLAN...

**OBJECTIVE:** Conduct a complete assessment of existing IT infrastructure and systems/programs

**TIMELINE: 24 Months** 

**ASSIGNED TO: SSC / ASC** 

- » Audit of all items completed by SMEs in the F&R Department and County IT department
- » Perform field-based audit of systems and programming for end- user perspective of IT products.
- » Incorporate County IT into field based audits for familiarity and education.
- Establish action thresholds for reassessment of standardized items and provide mechanisms for personnel to request such assessments.



# **GOAL 5 ENHANCE TRAINING FACILITY CAPACITY...**

**OBJECTIVE:** Plan and design new Public Safety Training Facility

**TIMELINE: 12-18 Months** 

**ASSIGNED TO:** ASC / OFC

- » Evaluate regional options
- » Conduct a needs analysis
- » Conduct a site analysis
- » Prepare and update CIP submittal as needed



# **STRATEGIC INITIATIVE 3**

IMPROVE THE HEALTH AND WELLNESS OF ALL PERSONNEL

- GOAL 1 » RESEARCH, DEVELOP, AND
  IMPLEMENT A COMPREHENSIVE
  HEALTH AND WELLNESS PROGRAM
- GOAL 2 » PROMOTE AND INCREASE MENTAL AND PHYSICAL FITNESS FOR ALL MEMBERS OF THE DEPARTMENT



# RESEARCH, DEVELOP, AND IMPLEMENT A COMPREHENSIVE HEALTH AND WELLNESS PROGRAM...

**OBJECTIVE A:** Form a Health and Wellness Committee (HWC) that will report to County Fire Chief quarterly

**TIMELINE: 9 Months** 

**ASSIGNED TO: OPS / ASC** 

#### **CRITICAL TASKS:**

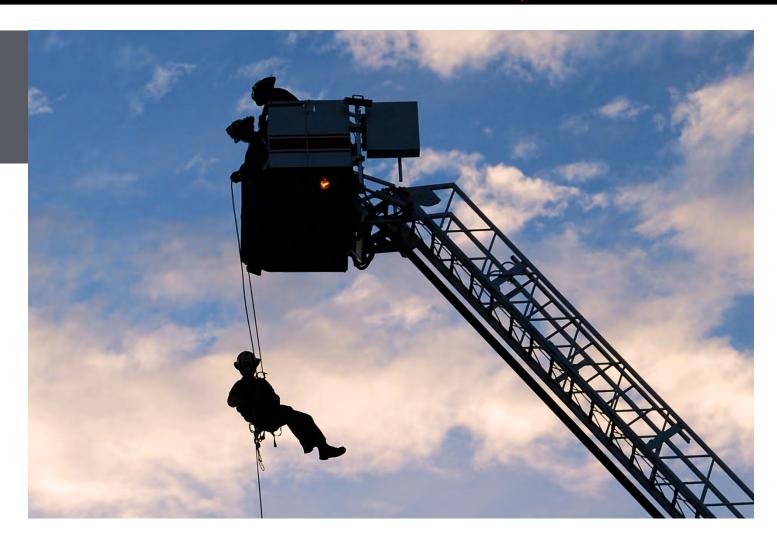
- » Research and develop a program that meets the immediate needs of the department while planning for the future.
- Evaluate department's compliance with the NFFF 16 Life Safety Initiatives
- » Reference NFPA, IAFF/IAFC Wellness Fitness Initiative, NVFC, and Wellness programs from surrounding jurisdictions.
- Solicit interest from regional partners to collaborate on a regional program
- Committee to research and develop best practices for health and wellness as it applies to other areas of the department:
  - Building design
  - Apparatus spec
  - PPE
  - Cancer Prevention

**OBJECTIVE B:** Establish Departmental Health and Safety Officer

**TIMELINE: 12 Months** 

**ASSIGNED TO:** ASC

- » Responsible for developing, implementing, and managing the Health and Wellness Program.
- Create confidential personnel medical file for all employees and volunteers
- » Research and develop methods for tracking injury data and associated costs.



**OBJECTIVE C:** Implement Operational Safety Officers on each shift

TIMELINE: 36 Months

**ASSIGNED TO: ASC** 

- Work with Budget, Human Resources, and County Administration on implementation of OSO position
- » Research industry standards to identify the need for an OSO for each shift
- » Develop a logistical plan
- » Identify the work location of OSO
- » Identify and plan for the purchase of all necessary equipment for OSO
- » Identify the timeline and framework for implementation

# PROMOTE AND INCREASE MENTAL AND PHYSICAL FITNESS FOR ALL MEMBERS OF THE DEPARTMENT...

**OBJECTIVE A:** Implement Medical Physicals for all operational personnel

**TIMELINE:** 18 Months

**ASSIGNED TO: OPS / ASC** 

#### **CRITICAL TASKS:**

- » Ensure management (scheduling, recordkeeping, follow-up, collaboration with vendor) of current 1582 Physicals for career operational personnel.
- Implement 1582 Physicals for operational volunteer personnel and ensure proper management of the program
- » Research and implement appropriate medical/physical program for operational volunteer EMS-only personnel

- Track the physical fitness levels of each career and volunteer member to identify trends and areas of improvement
- Create access to health professionals (nutritionists, dietitians, sports medicine clinicians, etc) for personnel identified as needing to improve physical fitness through the medical physical program
- » Hire/assign a Health & Safety Manager to administer the medical physical program

**OBJECTIVE B:** Create Physical Fitness and Fitness for Duty Programs

**TIMELINE:** 9 months to implement; 12-18 months to achieve positive results

**ASSIGNED TO:** OPS / ASC

- » Create access to standardized fitness equipment/facilities.
- Create access to standardized department physical fitness programming and education.
- Create access to department personal fitness trainers.
- » Develop, validate, and implement a Fitness-for-Duty evaluation for operational members who have been out of operations for an extended period (career & volunteer, suppression and EMS-only).
- » Develop, validate, and implement an annual Work Performance Evaluation (WPE) for operational members (career & volunteer, suppression and EMS-only).
- Track each member's annual WPE to identify trends and areas of improvement.

**OBJECTIVE C:** Establish a Behavioral Health Policy

**TIMELINE: 12 Months** 

**ASSIGNED TO:** ASC

#### **CRITICAL TASKS:**

- » Evaluate efficacy of current Employee Assistance Program.
- » Create access to department Behavioral Health Specialist.
- » Create access to department chaplain.
- » Create Peer Support team.
- » Develop mental health education program
- » General/recruit school and continuing education

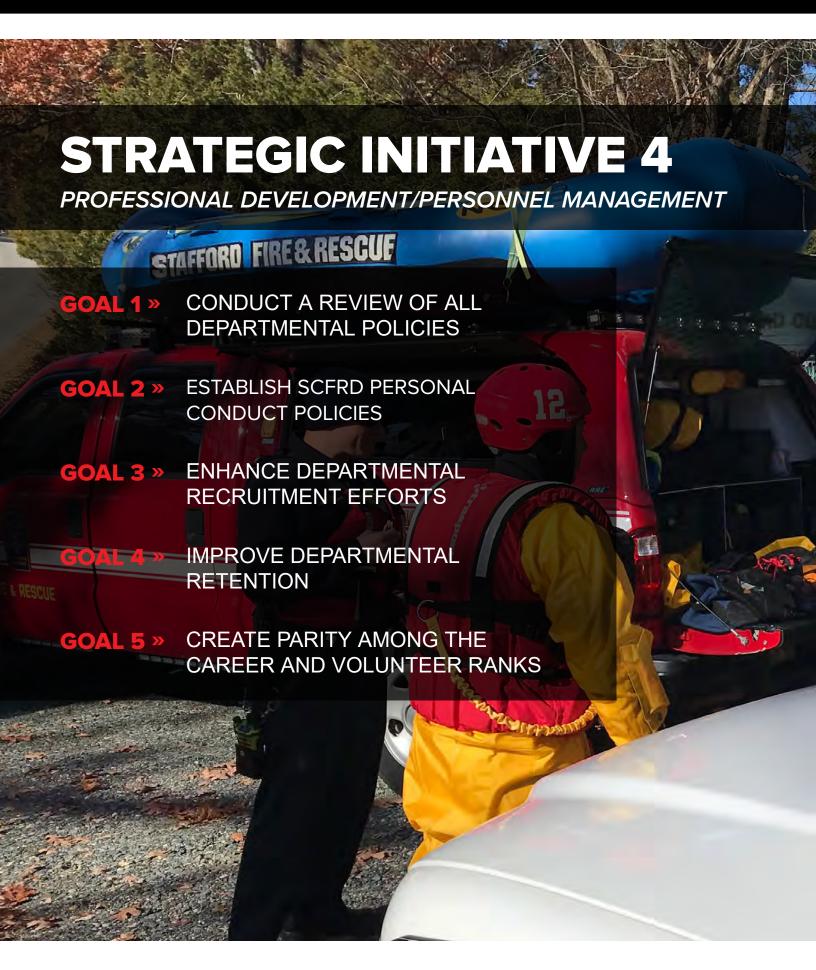
- Specific training for Officers
- » Provide training to all personnel for CISM recognition/activation
- Develop a "psychologically fit-for-duty" evaluation process
- Develop and implement administrative process for department member personal tragedy events.
- Seek regional partnerships with other fire departments to collaborate on Critical Incident Stress and Peer Support management.

OBJECTIVE D: Establish an Injury/Rehab Policy to aid injured personnel in their recovery after an injury

**TIMELINE: 18 Months** 

**ASSIGNED TO: ASC** 

- Work with other County Government stakeholders to create access to appropriate specialists
  - Physical Therapists
  - Sports Medicine
  - Orthopedist
  - Nutritionist
- » Re-evaluate current panel of physicians
- » Create access to department rehab equipment/specialists





# CONDUCT A REVIEW OF ALL DEPARTMENTAL POLICIES...

**OBJECTIVE:** Establish a Policy Review Committee (PRC) to ensure all policies are current, relevant, and aligned with industry standards.

**TIMELINE: 3 Months** 

ASSIGNED TO: OPS / ASC / OFC

- » Administrative Services Assistant Chief will serve as the PRC Chair
- » Report quarterly to the County Fire Chief
- » Task the committee with objectives associated with the Goal of this Initiative



### ESTABLISH SCFRD PERSONAL CONDUCT POLICIES...

**OBJECTIVE:** Create a departmental Standards of Conduct Policy

**TIMELINE: 12 Months** 

**ASSIGNED TO:** ASC

- » Form a committee to create a SCFRD departmental Standards of Conduct Policy which is applicable to all members. This policy shall meet or exceed all Stafford County personal conduct policies.
- » Research industry standards to establish a Stafford County Fire and Rescue Code of Ethics.



### ENHANCE DEPARTMENTAL RECRUITMENT EFFORTS...

**OBJECTIVE A:** Improve volunteer recruitment

**TIMELINE:** 6 Months

**ASSIGNED TO: OFC / FRA** 

#### **CRITICAL TASKS:**

- Develop and implement strategies to improve the advertisement of volunteer opportunities to include; EMS, Fire, Administrative, and CERT
- » Identify gaps in the volunteer recruitment process and implement strategies to remedy them
- » Examine and implement strategies to reach a wider pool of potential applicants

**OBJECTIVE B:** Improve career recruitment

TIMELINE: 12 Months

**ASSIGNED TO: ASC** 

- Developed a policy outlining the SCFRD career recruitment process from start to finish
- » Identify gaps in the career recruitment process, and implement strategies to remedy them
- » Examine and implement strategies to reach a wider pool of potential applicants
- Strive to keep starting salaries competitive, staying at or above the average starting salaries of regional jurisdictions

### IMPROVE DEPARTMENTAL RETENTION...

**OBJECTIVE A:** Improve volunteer retention

TIMELINE: 12 Months

**ASSIGNED TO: OFC / FRA** 

#### **CRITICAL TASKS:**

- Identify barriers to volunteer retention and implement strategies to remedy them
- Evaluate and consider volunteer retention incentive programs (Length of Service Awards Program, tax incentives, awards, etc.)
- Evaluate implementing formal hiring preferences for volunteer members who qualify for career service in the department
- Work to include active volunteers in the Stafford County Tuition reimbursement program.
- » Examine ways to enhance volunteer pride, inclusion, and culture.
- » Research ways to increase recognition for volunteer service.

**OBJECTIVE B:** Improve Career retention

**TIMELINE: 12 Months** 

**ASSIGNED TO:** ASC

- Work to improve the existing Stafford County tuition reimbursement program.
- Develop and promote opportunities within the department that are not only within Field Operations.
- Develop and implement a Public Safety Pay Scale system that rewards length of service.
- » Examine personnel deployments/individual station assignments to achieve more consistent long-term station assignments where possible.





# CREATE PARITY AMONG THE CAREER AND VOLUNTEER RANKS...

**OBJECTIVE:** Standardize the Uniform Rank Structure for Career and Volunteer personnel

**TIMELINE:** 12 Months

ASSIGNED TO: OFC / FRA / ASC / OPS

- » Incorporate all personnel into the Professional Development Guide
- Establish minimum experience requirements for each rank/position
- » Establish position-specific educational and training qualifications for each rank/position
- » Establish promotional guidelines to include a regular schedule
- » Include volunteer personnel in promotional processes
- » Research, gather input from appropriate stakeholders, and implement a Volunteer Disciplinary Policy







# GOAL 1 IMPROVE EXTERNAL COMMUNICATION

**OBJECTIVE A:** Hire/Assign a Departmental Public Information Officer

**TIMELINE: 18 Months** 

ASSIGNED TO: OFC / ASC / FRA / SSC

#### **CRITICAL TASKS:**

- » Review current PIO job description to ensure it meets current department needs. Revise if necessary according to industry standards
- Examine neighboring jurisdictions' PIO job descriptions and functions.
- Examine and incorporate industry standards, including NFPA 1035, into the position description and hiring process

**OBJECTIVE B:** Establish guidelines for external communication

**TIMELINE: 12 Months** 

ASSIGNED TO: OFC / SSC / ASC / FRA

- » Create a departmental social media policy
- » Create a policy on communicating with press and other agencies (emergency scenes and non-emergency situations)
- Assign liaisons to primary partner agencies (SCSO, VSP, VDOT, etc)

# GOAL 2 IMPROVE INTERNAL COMMUNICATION...

**OBJECTIVE A:** Enhance Notification Services

**TIMELINE:** 12 Months

**ASSIGNED TO: OFC / FRA / SSC** 

#### **CRITICAL TASKS:**

- » Create county email addresses for all members, including active volunteers.
  - Volunteer coordinator will be responsible to manage personnel access
- » Evaluate current notification services (StaffordAlert, Active 911, others) to make improvements and identify any unnecessary redundancies
- » Centralize the management of all notification services and assign to the Fire and Rescue Programmer/Analyst

**OBJECTIVE B:** Retool the Monthly Departmental Newsletter

**TIMELINE: 3 Months** 

**ASSIGNED TO: OFC / FRA** 

- » Report on committees' progress.
- » Report on Strategic Plan progress.
- » Report on CIP progress.

# STRATEGIC INITIATIVE 6

**ENHANCE COMMUNITY RISK REDUCTION EFFORTS** 





### DEVELOP A MORE FOCUSED FIRE PREVENTION PROGRAM...

**OBJECTIVE A:** Expand Smoke Alarm Canvass Program

**TIMELINE:** 6 Months

**ASSIGNED TO: OPS / SSC** 

#### **CRITICAL TASKS:**

- Utilize existing framework for smoke alarm canvass program to create a more robust expansion of the existing elements
- » Utilize technology (ArcGIS) to document efforts
- » Focus a more pro-active application of the program in the community with monthly, quarterly, and annual goals
- » Obtain and appropriately distribute additional supplies

**OBJECTIVE B:** Develop a Home Fire Inspection Program

**TIMELINE:** 9 Months

**ASSIGNED TO:** SSC / OPS

- » Create a means for community residents to request a residential fire safety survey
- Develop training program for field personnel to professionally and effectively conduct such programs
- » Produce a residential fire safety survey form for use by field personnel to document observations and provide recommendations to residents
- » Utilize technology (ArcGIS, electronic inspection forms) to document efforts
- » Research the availability of using the same technology/documentation to merge into pre-fire planning operations



**OBJECTIVE C:** Establish a Community Risk Assessment Program

**TIMELINE: 12 Months** 

**ASSIGNED TO:** SSC / OPS

- Develop a sustainable community risk assessment program in order to reduce identifiable community risk consistent with standards set forth in NFPA 1730 (Chapter 5)
- Ensure establishment of the program involves all stakeholders involved in risk reduction and response, including other County government agencies
- » Provide means of continually assessing the program's effectiveness

**OBJECTIVE A:** Increase Fire & Life Safety Education efforts in the community

**TIMELINE:** 12 Months

**ASSIGNED TO: SSC / OPS** 

#### **CRITICAL TASKS:**

» Focus fire prevention efforts on providing more educational programs to the community

- Offer community-based educational programs for knowledge about how to respond during and after a fire incident in the home
- Offer fire extinguisher training in the community
- » Hire a Fire & Life Safety Educator to manage public education and community outreach efforts, consistent with our regional partners

**OBJECTIVE B:** Enhance Community EMS Education

**TIMELINE:** 6 Months

**ASSIGNED TO:** SSC / OPS

- » Develop program relating to poison prevention and medication safety
- » Provide community based education on bleeding control (i.e. STOP the Bleed program)
- » Create educational program regarding elderly safety in the home
- Enhance the use of the existing Pulse Point program
- Establish a File of Life program that could coincide with Home Fire Inspection Program
- » Hands only CPR

### ENHANCE PUBLIC EDUCATION & COMMUNITY OUTREACH...

**OBJECTIVE C:** Affirm Safety & Awareness Through Community Engagement

**TIMELINE:** 12 Months

**ASSIGNED TO: SSC / OPS** 

#### CRITICAL TASKS:

- » Provide more publicly advertised station open house events to increase engagement with the community
- Stablish a Citizen Fire Academy for adult community residents to better educate citizens on all the department functions
- » Create a community-based program for Water/River safety
- Work with SCSO to create a youth bicycle safety program to educate children on the importance of safe equipment and bicycle use
- » Consider establishing a youth Fire Camp to educate children on their role in fire prevention and safety
- » Establish a community-based program to educate children and adults on the proper use of 9-1-1

**OBJECTIVE D:** Enhance Traffic Safety Education

**TIMELINE:** 12 Months

**ASSIGNED TO: SSC / OPS** 

- Separation is a separation of the separation in the separation of the separation is a separation of the separation of
- Institute regular continuing education for response personnel regarding traffic safety standards, best practices, and lessons learned
- Develop community-based program to positively educate the public on traffic safety awareness and first responder safety on the roadway
- » Engage state representatives to create legislation related to first responder safety on roadways
- » Work with regional partners to develop roadway safety policy and programs



### EXPAND INSPECTION & INVESTIGATIVE CAPABILITY...

**OBJECTIVE A:** Establish Motor Carrier HAZMAT Safety Program

TIMELINE: 12 Months

ASSIGNED TO: SSC

#### **CRITICAL TASKS:**

- Seek certification for necessary personnel to focus on hazardous materials safety enforcement for commercial motor vehicles transporting hazardous cargo on public roadways in Stafford County
- Create policy based on industry standards to support the program

**OBJECTIVE B:** Improve Technological Investigative Capability

TIMELINE: 12 Months

ASSIGNED TO: SSC

#### **CRITICAL TASKS:**

» Identify and obtain technologies that allow for more effective NFPA 921, environmental crimes, and clandestine laboratory based investigations (i.e. 3-D scanner, drone use, fire modeling software, chemical detector, cell phone investigative software, etc.)

**OBJECTIVE C:** Enhance Community Safety through Increased Fire Code Inspections

TIMELINE: 12 Months

ASSIGNED TO: SSC

- » Evaluate the current inspection program model
- » Evaluate the need for additional inspection personnel based on industry standards and present and future County needs
- » Create inspection plan that allows for annual inspection of all commercial occupancies

### ENHANCE SPECIAL EVENT READINESS...

**OBJECTIVE:** Improve special event planning to ensure adequate coverage for events and normal operations

TIMELINE: 6 Months

**ASSIGNED TO: OPS** 

- Assign a Special Events Coordinator
- » Establish a comprehensive process for event planning
  - Staffing and resources needed
  - 12 month event calendar
- Work with SCSO, PRCF to streamline the permitting and notification processes
- » Create a Special Event Plan



### ENHANCE EMERGENCY MANAGEMENT EFFORTS...

**OBJECTIVE:** Increase our Preparedness for Disaster

**TIMELINE: 12 Months** 

**ASSIGNED TO:** SSC / EM

- » Maintain Stafford County "All Hazards" EOP and associated annexes for a wide range of disasters and emergencies.
- Ensure proper EOC awareness, training and support of associated staff and volunteers from County departments and regional stakeholders. Provide annual EOC training for County Government staff
- » Create a County Family Assistance Center (FAC) Plan
- » Create a County Facility Safety, Prevention, and Protection Plan
- » Create a County Recovery from Disaster Plan



