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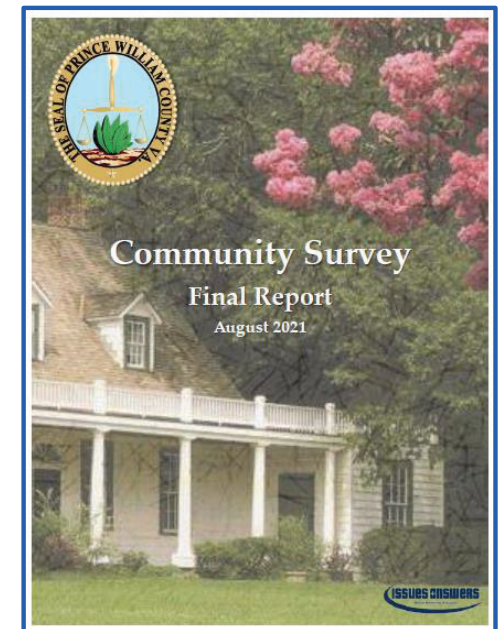
Fire and Rescue System (FRS) Update

October 12, 2021

2021 Community Survey

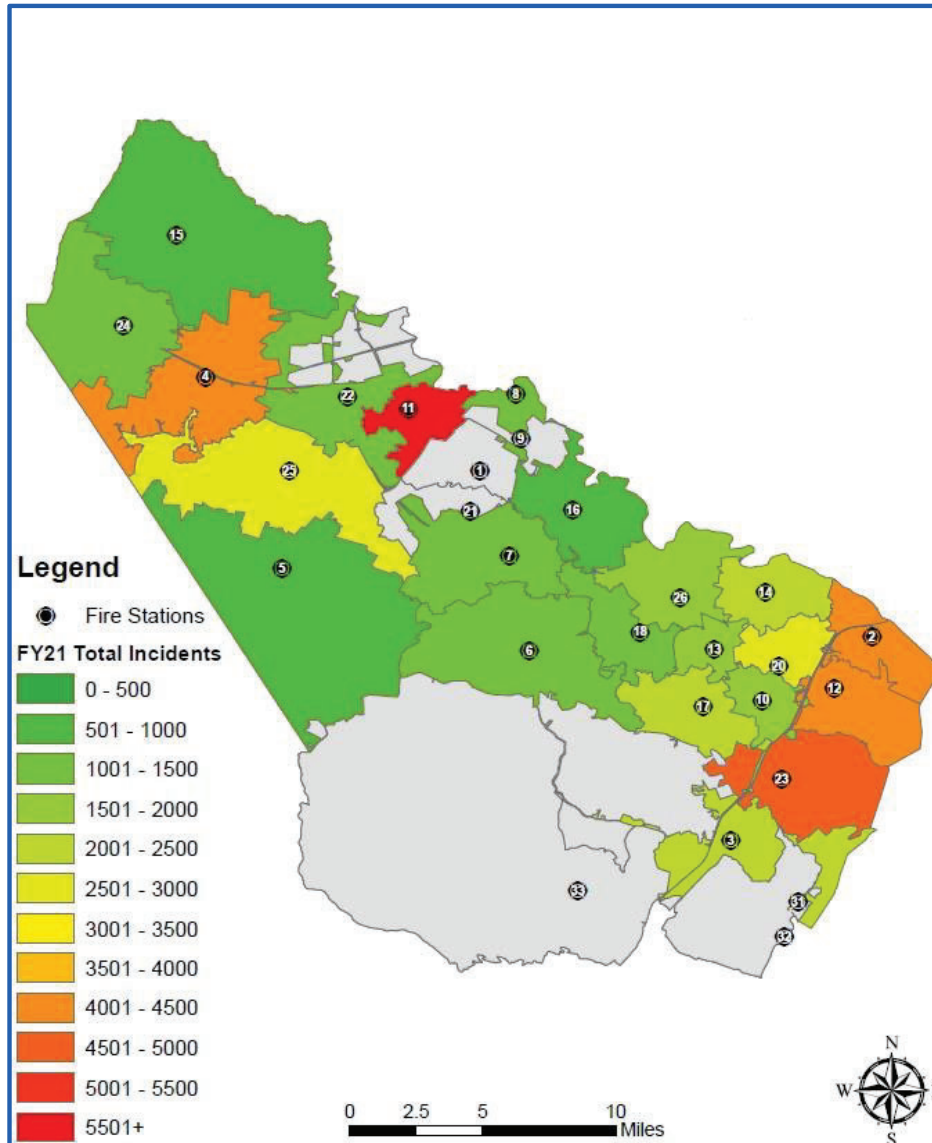


- The FRS received its highest scores since inception of the survey
 - 90% of Prince William County residents agreed that Fire and Emergency Medical Service responders provided a high-quality service
 - 93% of Prince William County residents agreed that Fire and EMS responders were professional



FRS FY21 Station Workload

Station First Due Area

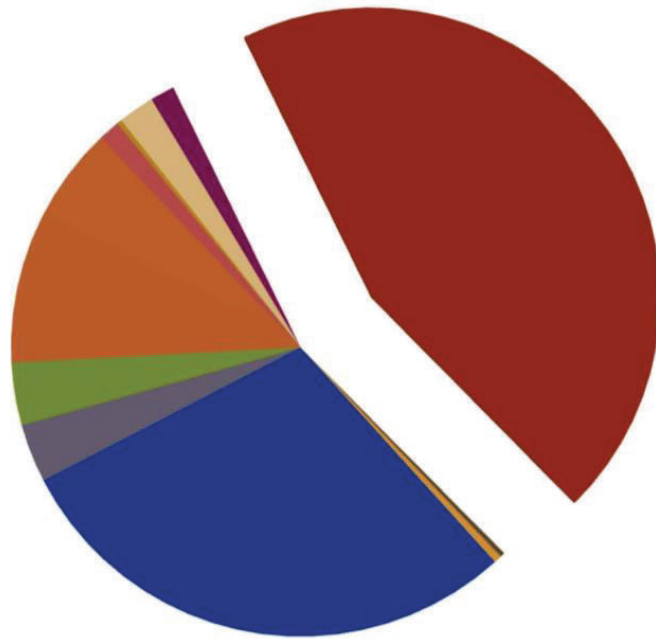


Total Incidents Per Station

Station	July - Dec 2020	Jan - June 2021	FY21 Total Incidents
502	2054	2133	4187
503	1165	1191	2356
504	2068	2024	4092
505	340	270	610
506	581	639	1220
507	590	523	1113
508	715	678	1393
510	1039	951	1990
511	3186	2507	5693
512	2037	2238	4275
513	890	837	1727
514	1232	1206	2438
515	452	416	868
516	468	420	888
517	1242	1222	2464
518	703	618	1321
520	1459	1430	2889
522	0	1480	1480
523	2404	2332	4736
524	591	592	1183
525	1584	1226	2810
526	774	779	1553

Mission Statement

The mission of Fire & Rescue is to protect lives, property, and the environment through timely, professional, humanitarian services essential to the health, safety, and well-being of the community.



Public Safety Expenditure Budget:
\$398,851,206

Expenditure Budget:
\$178,897,008



44.9% of Public Safety

Programs:

- Operations: \$112,673,607
- Office of the Chief: \$1,627,904
- Community Safety: \$6,175,592
- Systems Support: \$33,672,987
- Station/Company Operating Services: \$24,031,743
- Public Safety Resilience: \$715,175

FRS COVID-19 Response

- Managed Emergency Operations Center (EOC)
 - Supported COVID-19 Call Center
 - Established Testing Sites, Vaccine Centers, and PODs
 - Staffed EOC Warehouse
- Managed COVID-19 Infectious Control Program for County Government
- Managed Personnel Protective Equipment (PPE) warehouse for all County agencies
- Initiated FRS safety initiatives associated with COVID-19
- Continued System Training



FRS Accomplishments

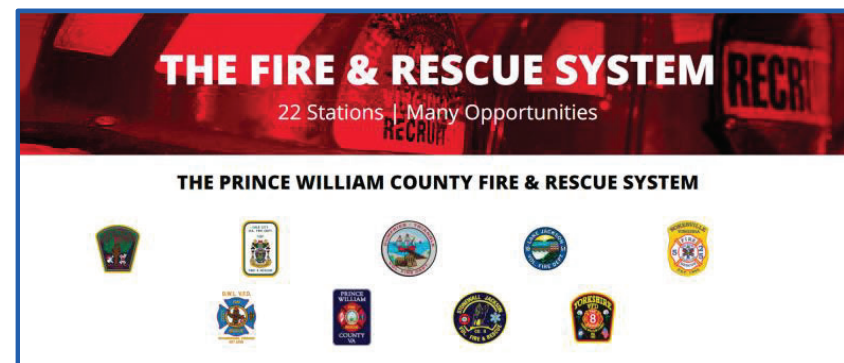
- Created first Strategic Plan for the FRS
- Conducted FRS Leadership Retreat
- Started High School Cadet Program
- Initiated process for centralized purchasing
- Built and staffed Station 22



FRS Accomplishments Cont.

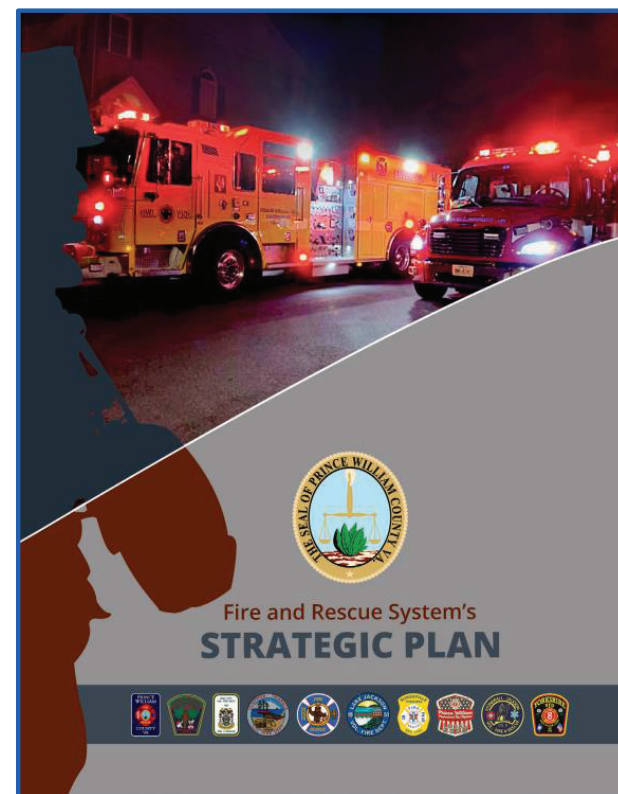


- Completed Facilities Condition Assessment (FCA)
- Redeployed existing units and personnel to reduce response times
- Implemented technology enhancements to dispatch units.
- Created FRS website to recruit for the System



FRS Strategic Plan

- Will be implemented from FY22 – FY25
 - Supports and furthers the County's Strategic & Comprehensive Plans
- Five program areas were identified:
 - Infrastructure
 - Workforce Development
 - Community Outreach
 - Health and Safety
 - Operations
- Each program area has:
 - Goal – What we are doing
 - Objective – Why we are doing it
 - Strategy – How to do it



FRS Mission, Vision, and Values



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.

Infrastructure

- Infrastructure includes:
 - Technology
 - Facilities
 - Existing
 - Future
 - Support Personnel
 - Systems Support



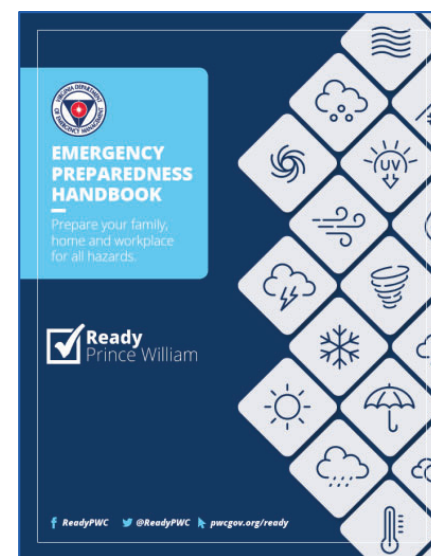
Workforce Development

- Workforce Development includes:
 - Utilizing workforce capital
 - Improve succession planning
 - Reflect the community we serve
 - Recruitment & Retention
 - Training, developing, and mentoring



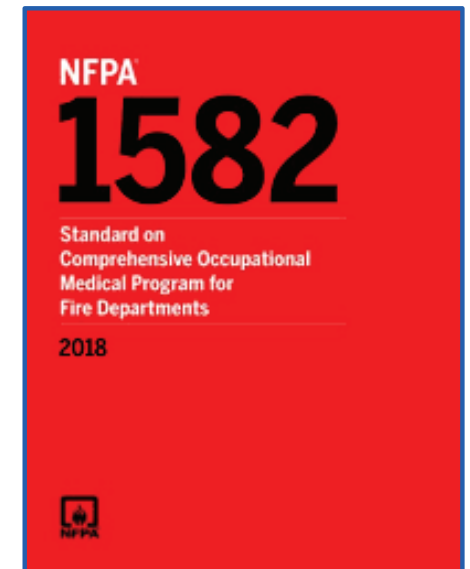
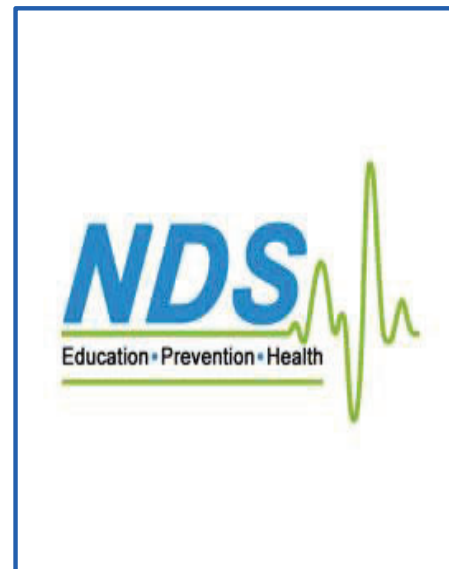
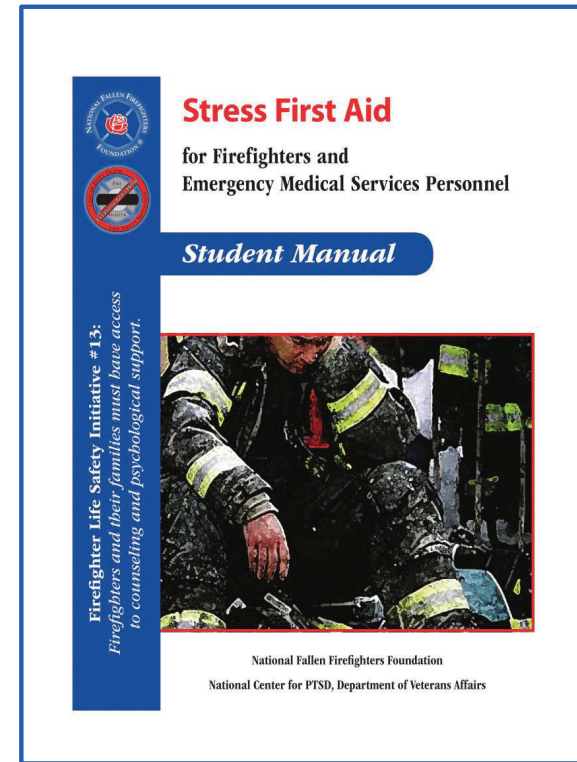
Community Outreach

- Community Outreach includes:
 - Developing and maintaining relationships with community partners
 - Public education programs that meet needs of the community
 - Strengthen communications with community
 - Risk reduction assessment



Health and Safety

- Health and Safety includes:
 - Refine organization culture
 - Mental well-being
 - Prevention, detection, and treatment of diseases



Operations

- Operations includes:
 - Providing Emergency Medical Services (EMS)
 - Mitigate emergencies involving:
 - Fires
 - Hazardous materials
 - Special Operations
 - Natural Disasters
 - Utilize technology to enhance services
 - Community involvement



Implementation

- Will be implemented from FY22 – FY25
 - This will coincide with the County Strategic Plan
- Task group will continue to meet at least quarterly to create measurables for strategies
- Office Of The Chief will track progress of the plan
 - Progress will be tracked like the County Strategic Plan is tracked

Questions



PRINCE WILLIAM COUNTY FIRE AND RESCUE SYSTEM

BUCKHALL VOLUNTEER FIRE DEPARTMENT

BUCKHALL VOLUNTEER
ARRIVED
FIRE AND RESCUE
RECRUIT

BUCKHALL VOLUNTEER
FIRE
RESCUE

BRIEF HISTORY

- The Buckhall Volunteer Fire Department (BVFD) was founded in 1981.
- The BVFD began officially answering calls for assistance in September of 1984 on an assist-basis and took full responsibility for our "first due" area in May of 1985.
- BVFD has one station located mid-county.
- BVFD started in 1981 with one engine. Over the last 40 years we have expanded our fleet and services to include, 2 engines, 2 ambulances, a tanker, a brush truck, a utility and 3 support vehicles.
- BVFD holds several annual community events. These events include. Chicken BBQ's, open house, breakfast with Santa and Santa visits to areas in our first due.
- BVFD has partnered with other community organizations to host events such as, Run for the Fallen, various scouting events, 4-H events, blood drives and toys for tots.
- BVFD has always prided itself on the good relationship between the volunteers and career staff. We are a small station with a strong family environment. We were also the first station in the county to request and receive 24hr staffing.

MEMBERSHIP



CHIEF

Dale Trammell



PRESIDENT

Luke McBride



BOARD MEMBERS

Becky Steele, VP

Amy Hermansen, Tres.

Jane Baer, Secretary

Marge Reynolds, At Large

Ben Jacobeen, At Large



FIRE AND EMS

20 operational members, with 4 living in the first due area.



AUXILIARY

33 supporting members



OTHER ITEMS

We offer a junior program for 16 and 17 year olds.



Serving Prince William County Since 1944

BRIEF HISTORY

- Established in 1944
- 76 years of services
- Founding members contributed \$500 to start
- Property purchased for \$250, and members raised \$6,500 for 1st Engine House
- Volunteers poured the floor and helped physically build the station. Members cleared area for parking lot behind station
- 1950 – Original Station (2 Bays) was demolished, and new station built (4 Bays)
- 1960 – Social Hall Built behind fire station (Training, Meetings, and Bingo)
- 1966 – Department Hired first Prince William County paid Firefighter
- 1968 – Mr. & Mrs. Keys Donated just over 2 Acres of Land (to the rear of the Fire Department Building. Used for Parking and Rear entrance into the station from Old Triangle Road
- 1978 – property (Station 17) in Montclair designated for new firehouse
- 1979 – Addition to Social Hall to add a Kitchen, front entry, and additional storage areas

BRIEF HISTORY CONTINUED

- 1980 - 1982 – Station demolished, and new station built (3 Bays with 2 Bays having access from front and back).
- 1986 – County BOCS conveys deed Station 17 to the Fire Department and Rescue Squad
- 1993 – Montclair Station 17 Opens for both Rescue and Fire
- 2003 – Department purchased property at 18302 Old Triangle Road (New Training Area and Park)
- 2004 – 4-bay annex added to Station 3F
- 2010 – Department purchased property at 18306 Old Triangle Road (Training and Future utilization)
- 2021- Present Day – 2 Stations (3 & 17), 4 Engines, 1 Heavy Rescue, 1 Tanker/Pumper, 1 Attack, 1 Brush, 1 Mobile Command Unit, 5 Battalion Vehicles, 1 Maintenance Vehicle, 5 Utility Vehicles, 1 Support Vehicle (Gator)
- Community Involvement
 - Annual Pancake Breakfast (4th of July) and Spaghetti Dinner (Fire Prevention Month) @ Station 17 in Montclair
 - Community Christmas Parade Support – Town of Quantico, Dumfries, and Montclair Communities
 - Charitable Donations yearly to local programs – 2020/2021 Donations to Prince William County Special Olympics, St. Francis House, Marine Corp Toys for Tots
 - During COVID, supported Drive-By Birthday Celebrations (8-90 years old) for citizens of our departments first due to help raise spirits of our community
 - Continually working with the Montclair Lions Club to support other local community events
 - Continually provide Emergency support (EMT and FF) coverage to different military/public events that take place on Quantico MCB

MEMBERSHIP



CHIEF

Nicholas F. Nanna
43 years of service



PRESIDENT

David Lee J. Glinski II
23 years of service



BOARD MEMBERS

Christopher J. Glinski, Vice President
Steve Hailey, Treasurer
Sara Khurshid, Secretary
Anthony Amico, Recording Secretary
Ron Hill, At-Large Member



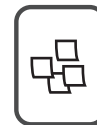
MEMBERSHIP

121 active operational and administrative members, with 94 living in the County.



AUXILIARY

The Department does not have an auxiliary.



OTHER ITEMS

The Department does not have a Junior Member Program.



PRINCE WILLIAM COUNTY FIRE AND RESCUE SYSTEM

OCCOQUAN WOODBRIDGE LORTON VOLUNTEER FIRE
DEPARTMENT

WINDERMERE VOLUNTEER
ARRIVED
FIRE AND RESCUE
RECRUIT

PROCESVILLE
VOLUNTEER
FIRE
RESCUE

BRIEF HISTORY

- Occoquan Woodbridge Lorton (OWL) Volunteer Fire Department was established in September 1938
- OWL has been providing fire and rescue services in Prince William County for 83 years
- OWL operates and maintains 3 stations
 - Station 2 - 1306 F Street, Woodbridge
 - Station 12 – 2170 Montgomery Avenue, Woodbridge
 - Station 14 – 12400 Hedges Run Drive, Lake Ridge
- Apparatus
 - 6 Engines, 2 Ladder Trucks, 1 Heavy Rescue, 5 Ambulance/Medic Units
 - 1 Collapse Support Vehicle, 1 Mobile Air Unit, 1 Mobile Ventilation Unit, 3 Boats
- Community Outreach
 - OWL hosts an annual Fire Prevention Week Open House at Station 14
 - EMS Standby for community events (Crew races, Occoquan Days, July 4th DC Fireworks, Marine Corp Marathon)
 - Host Blood Drives at Station 2
- Marine Division
 - 2 Boats dedicated to Potomac River
 - 1 Boat dedicated to Occoquan Reservoir

BRIEF HISTORY CONTINUED

- OWL had the first volunteer PIO to help facilitate information regarding incidents and public education through media, our website and social media
- OWL represented volunteers in a national program from International Association of Fire Chiefs regarding volunteers in the fire service – one of 10 departments chosen from across the nation
- OWL participates in community groups such as Leadership Prince William – sending many of our members through the program so we are better connected with our community
- OWL operates our own maintenance and logistics facility to service our fleet of fire apparatus and keep the stations supplied with items needed for daily operations
- OWL designed a fireboat and purchased it through a grant, this innovative design has become a standard throughout the world for fireboats. In addition to OWL having the initial one, now departments throughout the area purchased the same design including Fairfax, Alexandria, Prince Georges. This model is now on the water from California to Florida to New York and beyond.

BRIEF HISTORY CONTINUED

- OWL Purchased a unique mass ventilation truck to meet an unfulfilled need to quickly ventilate large structures like big box stores, warehouses, and large grocery stores. The OWL ventilation truck has responded to aid area jurisdictions from Loudon to Washington DC to Fredericksburg.
- OWL designed a unique Air and Light truck to assist in lighting up emergency scenes and provide air supply for firefighters. This unit has responded to assist many regional jurisdictions including responding on 9/11 to the Pentagon.
- OWL designed a structural Collapse truck many years back to provide equipment and supplies to shore up buildings that had partially collapsed and cave-in type rescues. Again, this was a first in the local area and responded to many jurisdictions including on 9/11 to the Pentagon.

MEMBERSHIP



CHIEF

Richard H. Michael - Serving Since 1989
Director of Software Engineering



PRESIDENT

David Williams - Serving Since 2001
Retired Law Enforcement



BOARD MEMBERS

Mike Clark – Life Member
Dee Gottman – Life Member
Kevin Lewis – Life Member
Steve Simmons
Michelle Bower
Stephanie Powers
Melissa Payne



FIRE AND EMS

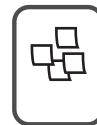
232 Total Members

- 113 Active Members
 - 37 Administrative Members
 - 82 Honorary, Probationary, and Junior Members
- 163 Members and families live in Prince William County



AUXILIARY

9 Members



OTHER ITEMS

FY 2021 OWL provided over 65,500 hours of service – 14,300 hours were above and beyond scheduled hours



**STONEWALL
JACKSON/STONE HOUSE
VOLUNTEER FIRE DEPARTMENT & RESCUE SQUAD**

BRIEF HISTORY

- Established in 1971
- 50 years of fire and EMS services in PWC
- One station – Busiest station in County since mid 1990s
- Two engines, two ambulances, one ladder truck, three command vehicles, one utility truck and one president's vehicle
- Community Outreach
 - Prior to COVID we held our open house every year.
 - Participate in County's annual Trunk or Treat at Manassas Mall
 - Santa Run conducted every year.
 - Public Education Activities at community events in First Due.
- Membership voted earlier this year to change the name of the department, with the name Stone House Volunteer Fire Department and Rescue Squad being selected earlier this Summer. Changes to the Articles of Incorporation have been filed with Virginia State Corporation Commission.
- VA Office of EMS has been notified of the impending name change.

MEMBERSHIP



CHIEF

Nick Kelly

25 years of service



PRESIDENT

Richard Rubino

35 years of service



BOARD MEMBERS

Stephanie Vallez, Vice President

Eric Nielson, Treasurer

Sara Khurshid, Secretary

Kyle Davi, Director

Justin Karasek, Director

Patricia Schumaker, Director

Andrew Weinzierl, Director

Amanda Parker, Director



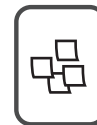
MEMBERSHIP

60 active operational and administrative members, with 25 living in the County



AUXILIARY

The Department does not have an auxiliary.



OTHER ITEMS

The Department does not have a Junior Member Program.

October 12, 2021



PRINCE WILLIAM
COUNTY

5-A

5. Work Session

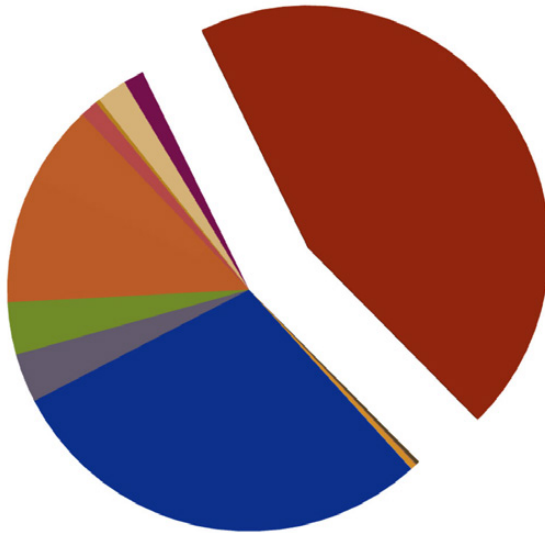
- A. **PRESENTATION** – Prince William County Fire and Rescue System Update –
Tim Keen, Fire and Rescue

The following documents are included in the packet and intended to provide background and supplemental information:

- **Fiscal Year 2022 Fire and Rescue Budget Pages**
- **Fire and Rescue System's Strategic Plan**

Mission Statement

The mission of Fire & Rescue is to protect lives, property, and the environment through timely, professional, humanitarian services essential to the health, safety, and well-being of the community.



Expenditure Budget:
\$178,897,008



44.9% of Public Safety

Programs:

- Operations: \$112,673,607
- Office of the Chief: \$1,627,904
- Community Safety: \$6,175,592
- Systems Support: \$33,672,987
- Station/Company Operating Services: \$24,031,743
- Public Safety Resilience: \$715,175

Public Safety Expenditure Budget:
\$398,851,206

Mandates

The County operates under a state mandate to maintain an agency of emergency management in accordance with state disaster preparedness plans and programs. Fire & Rescue provides this mandated service.

The Board of County Supervisors has enacted additional local mandates for which the Fire & Rescue service has responsibility.

State Code: [44-146.19](#) (Powers and duties of political subdivisions)

County Code: [Chapter 3](#) (Amusements), [Chapter 5, Article V](#) (Smoke Detectors), [Chapter 7](#) (Emergency Services), [Chapter 9.2](#) (Fire Prevention and Protection), [Chapter 12](#) (Massage Establishments), [Chapter 32](#) (Zoning)

Fire & Rescue



Expenditure and Revenue Summary

Expenditure by Program	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted	% Change Budget FY21/ Budget FY22
Operations	\$88,870,086	\$97,686,950	\$111,539,788	\$109,372,975	\$112,673,607	3.02%
Office of the Chief	\$1,418,234	\$1,540,064	\$1,550,481	\$1,468,356	\$1,627,904	10.87%
Community Safety	\$5,429,505	\$5,585,166	\$8,605,570	\$5,599,177	\$6,175,592	10.29%
Systems Support	\$33,818,236	\$46,384,575	\$27,173,432	\$31,037,699	\$33,672,987	8.49%
Station/Company Operating Services	\$17,543,910	\$18,237,755	\$15,902,671	\$20,782,848	\$24,031,743	15.63%
Public Safety Resilience	-	\$235,998	\$618,844	\$688,873	\$715,175	3.82%
Total Expenditures	\$147,079,971	\$169,670,508	\$165,390,787	\$168,949,927	\$178,897,008	5.89%

Expenditure by Classification

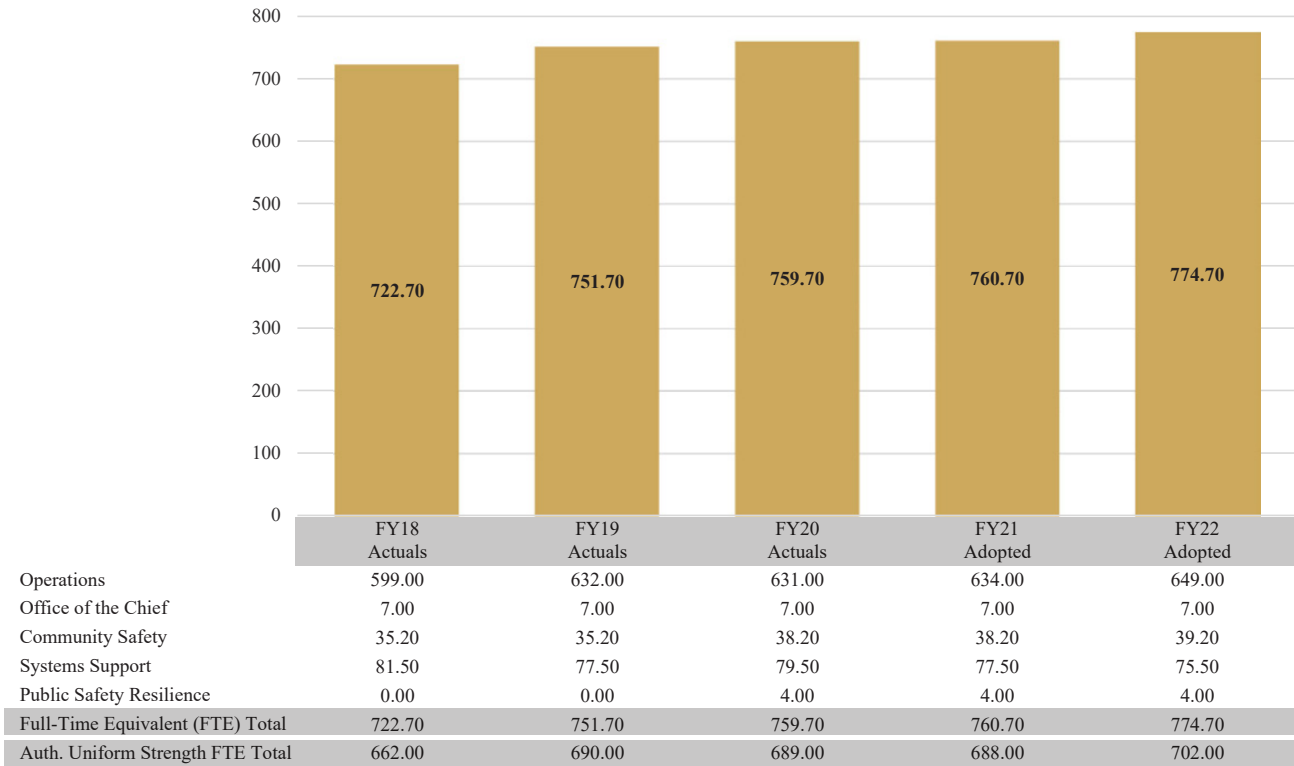
Salaries & Benefits	\$76,963,832	\$84,162,521	\$95,209,256	\$93,299,787	\$96,251,179	3.16%
Contractual Services	\$7,809,882	\$8,099,006	\$8,303,000	\$10,314,196	\$10,770,013	4.42%
Internal Services	\$9,921,240	\$10,051,932	\$9,971,363	\$8,539,301	\$8,572,479	0.39%
Purchase of Goods & Services	\$12,219,544	\$19,617,501	\$13,365,677	\$13,527,731	\$15,389,886	13.77%
Debt Maintenance	\$1,339,775	\$1,052,570	\$816,531	\$360,585	\$280,585	(22.19%)
Capital Outlay	\$4,736,624	\$5,602,448	\$5,070,256	\$8,110,924	\$11,441,869	41.07%
Leases & Rentals	\$166,957	\$200,235	\$167,548	\$332,685	\$321,245	(3.44%)
Reserves & Contingencies	(\$545,877)	(\$545,877)	\$0	\$1,201,451	\$1,150,433	(4.25%)
Amortization	\$0	\$0	\$8,015	\$0	\$0	-
Transfers Out	\$34,467,993	\$41,430,172	\$32,479,141	\$33,263,268	\$34,719,319	4.38%
Total Expenditures	\$147,079,971	\$169,670,508	\$165,390,787	\$168,949,927	\$178,897,008	5.89%

Funding Sources

Revenue from Federal Government	\$624,135	\$601,261	\$706,851	\$261,804	\$290,256	10.87%
Permits & Fees	\$655,840	\$665,695	\$814,347	\$646,286	\$646,286	0.00%
Use of Money & Property	\$33,376	\$15,190	\$33,029	\$385,734	\$385,734	0.00%
Miscellaneous Revenue	\$218,705	\$29,396	\$854,971	\$75,512	\$75,512	0.00%
Non-Revenue Receipts	\$14,009	\$22,242	\$55,256	\$0	\$0	-
Other Local Taxes	\$30	\$0	\$0	\$0	\$0	-
General Property Taxes	\$44,582,829	\$47,099,965	\$49,586,284	\$51,674,528	\$54,621,656	5.70%
Charges for Services	\$6,276,657	\$6,114,959	\$5,879,289	\$6,424,845	\$6,424,845	0.00%
Revenue from Commonwealth	\$1,716,528	\$1,783,308	\$1,982,526	\$1,635,382	\$1,635,382	0.00%
Transfers In	\$26,387,743	\$38,136,643	\$29,547,574	\$30,522,574	\$30,597,574	0.25%
Total Designated Funding Sources	\$80,509,852	\$94,468,658	\$89,460,127	\$91,626,665	\$94,677,245	3.33%
Use of/(Contribution) to Fund Balance	\$5,669,021	\$8,757,200	\$1,858,401	\$5,489,855	\$8,146,507	48.39%
Net General Tax Support	\$60,901,098	\$66,444,650	\$74,072,259	\$71,833,407	\$76,073,256	5.90%
Net General Tax Support	41.41%	39.16%	44.79%	42.52%	42.52%	



Staff History by Program



Future Outlook

Service Delivery Enhancements – The Prince William County Fire & Rescue System (PWCFRS) implemented a comprehensive restructuring plan beginning in FY20 to assure consistent and sustainable service delivery. The plan makes a commitment to improve response times and ensure essential 24/7/365 staffing levels in the most efficient and financially cost-effective means. Moving forward, data and metrics will be utilized to identify gaps in response strategies and explore response time improvements through dialogue with stakeholders, innovation, and monitoring of new initiatives.

This restructuring plan continues the commitment to the PWCFRS by the sustained use of volunteers in the staffing model and dedicating resources to the development of programs for volunteer recruitment and retention.

The PWCFRS is committed to developing a dedicated reserve apparatus fleet and centralized apparatus maintenance program. A system-wide Fleet Maintenance Coordinator position has been established to coordinate PWCFRS maintenance efforts to ensure apparatus is maintained properly and ready to respond to emergency incidents.

Recruitment and Retention – The recruitment and retention of career and volunteer members is essential to maintain the level of service provided to citizens. A system-wide recruitment and retention strategy that is coordinated with and complements the existing individual efforts of the volunteer companies is being developed. The goal is to continue the Prince William County (PWC) volunteer companies’ rich tradition of neighbor helping neighbor. Partnering with PWC Schools, the PWCFRS has created a High School Cadet Program that

Fire & Rescue

began in the 2020-2021 school year. This program will allow the PWCFRS to provide higher education and training to high school students and expose them to the life of a firefighter/Emergency Medical Technician (EMT) while at the same time recruit the students to become volunteers and/or career firefighter/EMT's in the community.

Comprehensive Plan Standard/Construction of New Fire & Rescue Stations – The Comprehensive Plan establishes workload and response time standards to maintain a safe community reducing loss of life, injury, and property loss. The goal is to efficiently provide Fire & Rescue service that ensures timely responses throughout the County. The location and need for newly constructed Fire & Rescue stations is based on a comprehensive analysis to determine optimal coverage. To ensure the greatest level of service to the community, each new station will be County operated and have at a minimum a 24/7 engine company and medic unit staffed by career personnel. With the opening of Station 22, the current need is six new stations based on existing population, residential and commercial infrastructure, and station workload and response times. Two stations, Station 27 and Station 28, are included in the Capital Improvement Plan (CIP). Deployment locations will be determined by the priority level of the type of units staffed, incident volume, and response times. To meet the demands of the growing community, new Fire & Rescue stations should be planned and budgeted every other year. Toward this goal, land should be secured for future stations before it is developed, as the proper location is essential to maximizing response time improvements.

Public Safety Training Academy Expansion – An expansion of the Public Safety Training Academy facility is needed to accommodate the growing needs and training requirements of public safety agencies. A Master Plan Space Study completed in 2020 identifies the need for an additional 250,000 square foot of facility space. Land has been acquired to support the expansion of the academy to meet the needs of public safety agencies. The needed space includes classrooms, administrative space, auditorium, high bay, residential burn building, fuel facility, expanded firearms range(s), Public Works hub, and building mock-up. A fuel facility and additional parking are needed to support daily activities at the center.

Healthcare Evolution – The PWC Emergency Medical System (EMS) will proactively review the overall structure and scope of practice for the advancement of patient care based on data collection outcomes and community needs. The future of EMS will be data driven utilizing situational awareness software providing information that directs care based on the science of patient outcomes and results. Fire & Rescue continues to enhance the Cardiac Arrest Survival program, to include additional technologies, with the goal to increase survivability and quality of life of cardiac arrest patients. EMS will need to partner and work collaboratively with other County agencies and key stakeholders to address relevant issues including active violence events, the opioid crisis, mental health, and the aging community.

General Overview

- A. **Fire Levy Rate** – The FY2022 Budget utilizes a levy rate of \$0.08, which is unchanged from FY21 and provides \$54.6 million in fire levy revenue. This revenue supports system-wide initiatives including full-year debt service and facility operating costs for Station 22 (\$1.2M), increased insurance costs (\$530K), and replacing apparatus.
- B. **Increase Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. The indirect cost transfer amount reimbursing the general fund for the Fire & Rescue Marshal's Office increases by \$16,462 from \$229,935 in FY21 to \$246,397 in FY22.
- C. **Fire Marshal Office Fee Increase** – The FY2022 Budget includes a 4.5% increase to the Fire Marshal Office fee schedules.

Fire & Rescue

- D. **Position Shift of EEO/Human Rights Investigator from Fire & Rescue to OEM (Management & Policy)** – In FY21, 1.00 FTE, a vacant position, was transferred from the Department of Fire & Rescue to the OEM Management & Policy program to help support the employee engagement efforts. The total salaries and benefits of this position is \$126,293. There is no cost to the general fund.
- E. **Restoration of 800Mhz Radio Replacement Budget – Fire Operations and Systems Support** – In the FY2021 Budget there was a one-time operating budget reduction and subsequent transfer reduction to the 800MHz Radio Replacement Fund in the County’s Capital Projects Fund for the Police Department, Department of Fire & Rescue, Sheriff’s Office, and the Public Safety Communications Center. Fire & Rescue’s operating budget and transfer to the County’s Capital Project Fund of \$553,603 is reinstated in the FY2022 Budget. Restoring these funds enables public safety radios to be replaced every 7-9 years.
- F. **Five-Year Staffing Plan for New Fire & Rescue Stations** – Below is a summary of the staffing initiatives included in the Five-Year Plan. New station staffing is determined by new stations programmed in the Adopted FY22-27 Capital Improvement Program (CIP). Please see the CIP for more information regarding future stations.

Fund	Description	FTE	FY22	FY23	FY24	FY25	FY26
General Fund	FY22 - Station 22 Engine - full year	14.00	\$2,196,303	\$1,842,199	\$1,842,199	\$1,842,199	\$1,842,199
General Fund	FY23 - Station 27 Medic Unit - full year	10.00	\$0	\$1,770,927	\$1,527,610	\$1,527,610	\$1,527,610
General Fund	FY25 - Station 27 Engine - full year	14.00	\$0	\$0	\$0	\$2,277,154	\$1,936,509
Total		38.00	\$2,196,303	\$3,613,126	\$3,369,809	\$5,646,963	\$5,306,318

Budget Initiatives

A. Budget Initiatives

1. Station 22 Engine Staffing – Operations

Expenditure	\$2,196,303
Revenue	\$0
General Fund Impact	\$2,196,303
FTE Positions	14.00

- a. **Description** – Construction of Station 22 was completed in January 2021. This initiative will provide full-year career staffing for an engine unit consisting of nine Technicians I, three Technicians II, and two Captains. Full-year facility operating costs of \$500,000 will be funded by the fire levy.
- b. **Service Level Impacts** – The station’s first due area will experience response time improvements. Systemwide response time improvements are also projected to improve, which will help ease emergency response call volume on existing stations.

Fire & Rescue

2. Fire & Rescue System Insurance Broker Services – Station/Company Operating Services

Expenditure	\$530,000
Revenue (Fire Levy)	\$530,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – The PWC Finance Department, Risk Management Division manages insurance policies and the broker services contract for the Fire and Rescue System and member departments. A centralized budget for this contractual service is funded within the fire levy. Annual budget adjustments are made in accordance with updated contractual costs based on historic claim data affecting policy coverages and premiums. Policy renewals at the end of 2020 were substantially higher, thus necessitating a FY22 budget increase to cover the cost of required PWCFRS umbrella and all policies including auto, property and casualty, accident and sickness, and marine.

b. Service Level Impacts – This initiative maintains required insurance coverage.

3. Emergency Operations and Community Engagement – Community Safety

Expenditure	\$486,481
Revenue	\$0
General Fund Impact	\$486,481
FTE Positions	1.00

a. Description – With the loss of the National Capital Region Urban Areas Security Initiative (UASI) Volunteer, Donations, and Community Engagement grant award, local funding supports current emergency management service levels with the Volunteer Management function in the County’s Emergency Operations Plan and the *Ready Prince William* community education campaign through the Office of Emergency Management. This initiative also includes the addition of one Emergency Operations Manager to coordinate emergency response activities as evidenced during the COVID-19 pandemic. Funding is also included for technology applications associated with Emergency Operations Center and situational awareness software as well as flood warning gauge and software.

b. Service Level Impacts – This initiative supports community engagement, emergency preparedness, improved awareness and response during an emergency event.

4. Training, Upgrades, and Maintenance – Systems Support

Expenditure	\$450,000
Use of Fund Balance	\$450,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – The initiative will fund a replacement training forklift, replace dividers between Classrooms D/E at the training center, rework three existing office spaces at the training center, and routine maintain of burn building. The training facility is used to train new PWCFRS recruits as well as provide in-service training or PWCFRS. The use of fund balance is from the State Fire Programs fund which receives revenue from the Commonwealth.

b. Service Level Impacts – Existing service levels are maintained.

Fire & Rescue

5. National Fire Protection Association (NFPA) Medical Physicals – Station/Company Operating Services

Expenditure	\$350,000
Revenue (Fire Levy)	\$350,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – Chapter 9.2 of the County Code includes the requirement of entry and annual NFPA 1582 compliant physicals for all career and volunteer emergency service providers within the PWC Fire and Rescue System. A budget within the fire levy funds annual physicals for all emergency service providers. The annual budget is based on contractual costs, the historic trend of actual expenses and the projection of need based on new members. Based on prior history and membership and employment figures an additional amount is needed to fund this annual code and health and safety mandate.

b. Service Level Impacts – Existing service levels are maintained.

6. Fire Marshal’s Office Suite Security – Community Safety

Expenditure	\$40,000
Revenue (Development Services)	\$40,000
General Fund Impact	\$0
FTE Positions	0.00

a. Description – This initiative will increase the overall safety and security of the Fire Marshal’s office suite. The plan will design and build a customer receiving area that will restrict direct access and secure the employee work area.

b. Service Level Impacts – Existing service levels are maintained.

7. Use of Fire Levy Fund Balance Initiatives – Station/Company Operating Services

Expenditure	\$9,199,510
Use of Fund Balance (Fire Levy)	\$9,199,510
General Fund Impact	\$0
FTE Positions	0.00

Fire & Rescue

- a. **Description** – A total use of \$9.2 million of fire levy fund balance will be used to fund \$8.1 million for apparatus/vehicle replacements and \$1.1 million for station improvements and renovations. The detailed use of fund balance is show below:

FY2022 Use of Fund Balance Summary	
Equipment Replacement	
Antioch - Engine 524B Replacement	\$750,000
Buckhall - Tanker 516 Replacement	\$500,000
Davis Ford - Engine 526B	\$750,000
Evergreen - Engine 515 Replacement	\$750,000
Gainesville - Truck PSA/Q4 Replacement	\$1,200,000
Nokesville - Engine E505 Replacement	\$500,000
OWL - Ambulance 514 Replacement	\$350,000
OWL - Engine 512B Replacement	\$750,000
OWL - Engine 514B Replacement	\$750,000
River Oaks - Engine 523R Replacement	\$750,000
Systemwide Capital - F&R Medic 504 Replacement	\$350,000
Systemwide Capital - F&R Medic 511 Replacement	\$350,000
Systemwide Capital - F&R Medic 520 Replacement	\$350,000
Equipment Replacement Subtotal:	\$8,100,000
Volunteer Station Renovations	
Gainesville Station - Asphalt Repair and Signage	\$342,000
Antioch Station - Front Entrance Pavement Repair	\$30,000
Evergreen Station - Bathrooms and Garage Repairs	\$110,000
Dale City Station - Kitchen Renovation and Alarm Replacement	\$150,000
Nokesville Station - Backup Firefighter Gear Purchase	\$60,000
Occoquan-Woodbridge - Lorton Station - Security Cameras	\$77,510
Stonewall Jackson Station - Kitchen Renovation and Concrete Pod Repair	\$330,000
Volunteer Station Renovations Subtotal:	\$1,099,510
FY2022 Total Use of Fund Balance:	\$9,199,510

- b. **Service Level Impacts** – Existing service levels are maintained.

B. Budget Reduction

1. Station 3 Rescue Budget Reduction – Station/Company Operating Services

Expenditure	(\$334,805)
Revenue (Fire Levy)	\$0
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – In December 2019, the career staffed medic unit was moved from Station 3R to Station 3F in the same first due area. This action resulted in the elimination of service delivery from Station 3R. The station remained operationally available and was utilized for vehicle maintenance, equipment and supply storage and other functions during the pandemic. The building and its contents were officially unoccupied in January 2021. The former Dumfries Triangle Rescue Squad Station 3R operating budget is eliminated.
- b. **Service Level Impacts** – Existing service levels are maintained as service delivery is now provided from Station 3R.

Fire & Rescue

C. Budget Shift

1. Employee Subsidy – Station/Company Operating Services

Budget Shift	\$32,818
Agency Impact	\$0
FTE Positions	0.00

a. Description – Volunteer companies within the Fire & Rescue System have paid employees which are funded thru an employee subsidy within respective company operating budgets. This initiative supports a budget shift within respective company operating budgets to support a 3% increase in wages to paid company employees commensurate with the 3% pay for performance increase for county employees.

b. Service Level Impacts – Existing service levels are maintained.

Program Summary

Operations

The Operations program is responsible for response to fire, emergency medical, hazardous materials, and citizen assist calls. This section is also responsible for basic and advanced pre-hospital emergency medical care, fire hazardous material incident mitigation, and health and safety services for department members.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Emergency incident response (all Fire & Rescue emergencies) in 4 minutes or less	39%	48%	46%	50%	55%
Fire and Emergency Medical responders provide high quality service	98%	97%	97%	97%	97%
Fire and Emergency Medical responders are professional	99%	96%	96%	96%	96%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Emergency Response	\$83,202	\$91,981	\$105,586	\$104,055	\$106,484
Fire responses (systemwide)	22,272	22,020	22,082	22,500	23,000
EMS responses (systemwide)	63,138	69,081	66,319	70,000	65,000
Patients transported	20,515	21,794	20,497	22,000	21,000
Emergency Medical Services Administration	\$5,668	\$5,706	\$5,953	\$5,318	\$6,190
Uniform FTEs with ALS certification	32%	35%	24%	42%	40%

Fire & Rescue

Office of the Chief

The Office of the Chief is under the direction of the Fire & Rescue Chief. The Fire & Rescue Chief is responsible for the overall operation and direction of the PWC Fire & Rescue service through the implementation of the County and department vision, mission and values, County Strategic Plan, and Fire & Rescue Service Plan. The Office of the Chief consists of the Deputy and Assistant Fire & Rescue Chiefs, Executive Officer to the Chief and Operational Medical Director. In addition, the Fire & Rescue Chief is chief of the PWCFRS and, with advice and counsel from the PWCFRS Executive Committee, determines policy, procedures, and implementation for all fire, rescue, and medical service operations.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Advanced Life Support responses to all ALS emergencies in 8 minutes or less	86%	85%	86%	90%	90%
Basic Life Support (BLS) responses in 4 minutes or less (systemwide)	54%	49%	44%	60%	60%
Fire suppression unit on scene (fire only) in 4 minutes or less (systemwide)	40%	39%	33%	50%	45%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Leadership and Management Oversight	\$1,418	\$1,540	\$1,550	\$1,468	\$1,628
Volunteer members	607	610	649	750	750
Fire incidents (systemwide)	9,069	8,619	9,084	9,000	9,500
EMS incidents (systemwide)	29,730	30,922	30,315	31,000	30,000
Hazmat incidents	65	74	93	85	100

Community Safety

Community Safety seeks to reduce the County's vulnerability to risk hazards through fire prevention, hazardous materials coordination, homeland security, and emergency management. Fire Prevention includes code enforcement, fire investigations, plan reviews, and safety education. Hazardous materials coordination ensures local government has the capability to prevent or mitigate a hazardous materials incident. Emergency Management coordinates efforts to prepare for, respond to, mitigate, and recover from natural or human-caused disasters and large-scale incidents.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Fire related injuries per 100,000 population	12	2	2	5	5
Inspections conducted on day requested	100%	100%	100%	97%	97%
Fire protection plan approval on first review	83%	85%	85%	81%	85%

Fire & Rescue

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Fire Marshal's Office	\$3,900	\$4,078	\$4,196	\$4,424	\$4,459
Inspections conducted by code compliance inspectors	6,734	6,298	5,107	6,250	5,500
Operational use permits issued	608	533	435	550	550
Investigations (includes fire, hazmat, environmental and explosives)	220	334	161	220	200
Community Relations	\$167	\$206	\$216	\$236	\$238
Public education program participants	30,612	29,726	8,075	28,000	28,000
Child passenger safety seat inspections & education	842	168	90	-	-
Office of Emergency Management	\$1,363	\$1,301	\$4,193	\$939	\$1,478
Complaints investigated	9	10	10	10	10
Training hours for emergency management	1,052	1,777	2,360	2,000	2,000

Systems Support

Systems Support provides services to internal customers. Systems Support manages department programs and activities to ensure prompt, efficient, and effective service to the community. This section includes human resources, training, administrative support, health and safety, fleet, facilities, self-contained breathing apparatus, budgeting and accounting, planning and analysis, information technology, logistical support, and communications. Both uniform and non-uniform members staff this section, providing a diverse mix of internal services to the PWCFRS and its members.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Customer satisfaction with Systems Support	86%	84%	84%	90%	90%
Fire & Rescue 911 emergency calls dispatched within 60 seconds	18%	36%	40%	30%	25%
OSHA Recordable Incident Rate among Fire & Rescue employees	11	7	7	7	7
Uniform turnover rate without retirement	6%	7%	5%	5%	5%
Personnel in compliance with FRA uniform rank structure	92%	96%	89%	97%	97%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Human Resources	\$5,775	\$5,984	\$6,264	\$8,405	\$8,675
Students trained (county, volunteers, other jurisdictions)	4,252	5,029	4,649	6,500	6,500
Logistics	\$16,025	\$28,209	\$8,837	\$9,968	\$11,763
Warehouse orders processed	2,341	3,278	2,892	2,600	2,900
Breathing apparatus services conducted	3,917	1,480	2,151	1,250	1,350
Administrative Services	\$1,645	\$1,620	\$1,635	\$1,916	\$1,985
Communication and Information Technology	\$8,439	\$8,602	\$8,475	\$9,024	\$9,500
Tasks completed resulting from customer service generated tickets	2,902	2,537	2,889	3,000	3,000
Health and Safety	\$1,934	\$1,969	\$1,963	\$1,725	\$1,750
Work hours lost due to injury	1,485	1,434	1,918	1,300	2,000

Fire & Rescue

Station/Company Operating Services

The PWCFRS is a combined career/volunteer service. There are eight volunteer Fire & Rescue companies in PWC that operate 15 stations and the Department of Fire & Rescue operates seven stations. All Fire & Rescue company and station operations and facilities are funded in this program which include: eight volunteer Fire & Rescue companies and membership expenses; 22 Fire & Rescue stations and all expenses associated with operating these facilities and maintaining these buildings (insurance, utilities, operations and grounds maintenance, etc.); all PWCFRS emergency response apparatus including insurance, fuel and maintenance (excluding 12 County owned medic units); and all outfitting needs for volunteer Fire & Rescue service providers.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Turn out time in 1 minute or less	40%	56%	56%	60%	50%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Station/Company Support Services*	\$17,544	\$18,238	\$15,903	\$20,783	\$24,032
Gainesville	\$332	\$1,144	\$643	\$820	\$1,512
Coles	\$413	\$441	\$790	\$2,651	\$821
Evergreen	\$519	\$230	\$727	\$1,442	\$1,452
Groveton Station (Station 22)	\$5	\$0	\$0	\$300	\$500
River Oaks	\$505	\$1,283	\$810	\$663	\$1,320
Antioch	\$531	\$491	\$274	\$717	\$1,397
Davis Ford	\$326	\$157	\$296	\$500	\$1,250
Buckhall	\$855	\$565	\$356	\$698	\$1,198
Dale City	\$5,485	\$3,757	\$4,103	\$3,749	\$3,614
Dumfries Fire	\$1,430	\$1,464	\$1,281	\$1,494	\$1,414
Dumfries Rescue	\$530	\$73	\$190	\$335	\$0
Lake Jackson	\$765	\$807	\$688	\$716	\$716
Nokesville	\$1,592	\$1,827	\$2,493	\$1,575	\$2,135
Occoquan-Woodbridge-Lorton (OWL)	\$2,641	\$4,454	\$2,080	\$3,343	\$4,868
Stonewall Jackson	\$772	\$899	\$718	\$1,190	\$1,245
Yorkshire	\$841	\$645	\$454	\$588	\$588

*These amounts include one-time apparatus replacements. Expenditure totals can vary from one fiscal year to the next.

Fire & Rescue

Public Safety Resilience

Promotes resilience in public safety personnel through the provision of behavioral health and wellness promotion, crisis intervention, crisis support, and behavioral health counseling services.

Key Measures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Response to emergency requests for services within one hour	100%	100%	100%	100%	100%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Adopted
Public Safety Resilience*	\$0	\$236	\$619	\$689	\$715
Number of behavioral health services provided	1,115	1,322	1,445	1,200	1,300
24-hr response to non-emergency service requests	100%	100%	100%	90%	95%

*Public Safety Resilience Program was shifted from Community Services to Fire & Rescue during FY19.



Fire and Rescue System's
STRATEGIC PLAN

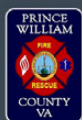


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Introduction

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.

Facilitator

Tracey Hormuth

Office of Executive Management

Task Group Members

Yasmin Ahmady

Prince William County Fire and Rescue

Greg Bahou

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Valerie Grayson

Office of Management and Budget

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

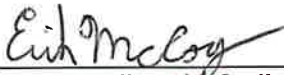
As members of the Fire and Rescue System (FRS) Strategic Plan Task Force, we agree with the goals, objectives and strategies outlined in this Strategic Plan. We respectfully submit this plan to the System Chief in hopes it will provide a plan for the FRS to move forward providing services that will keep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



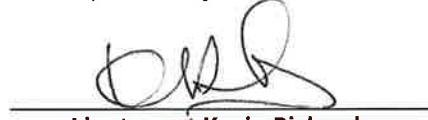
Chief Rick Michael
Occoquan-Woodbridge-Lorton Volunteer Fire
Department



Lieutenant Mitch Nason
Department of Fire and Rescue



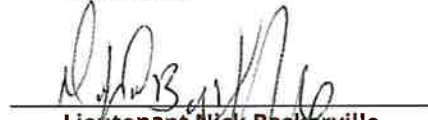
Battalion Chief Erik McCoy
Department of Fire and Rescue



Lieutenant Kevin Richards
Department of Fire and Rescue



Captain Amy Hoffman
Stonewall Jackson Volunteer Fire Department



Lieutenant Nick Baskerville
Department of Fire and Rescue



Lieutenant Warren Broughton
Department of Fire and Rescue



Lead Firefighter Greg Bahou
Nokesville Volunteer Fire Department



Lieutenant Yasmin Ahmady
Department of Fire and Rescue



Technician II Whitt Thomas
Department of Fire and Rescue

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).



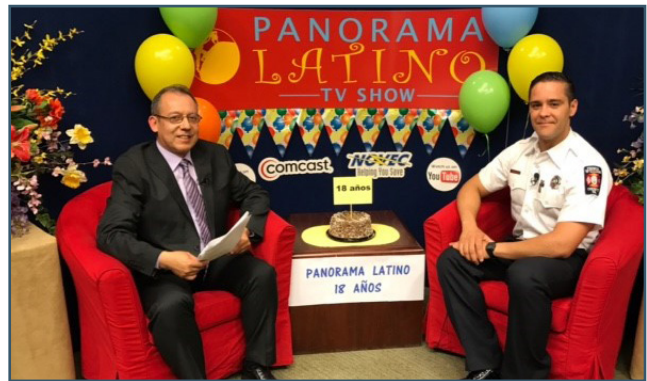
Community Outreach

Community Outreach

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

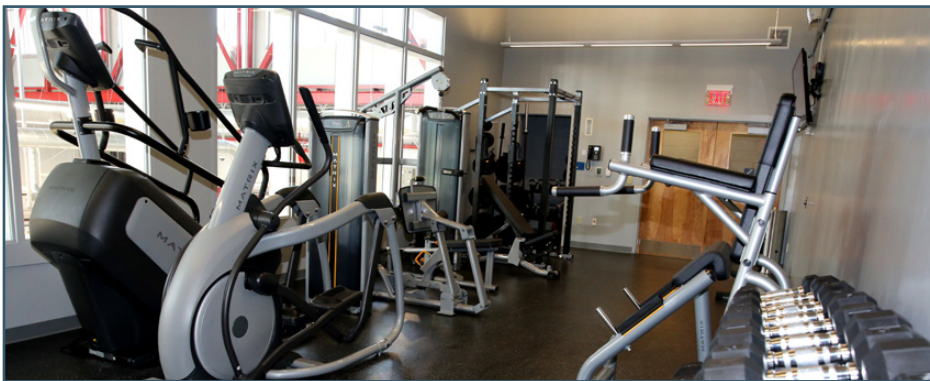
Health and Safety

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** - Reconstitute 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

Operations

Operations

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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