Spotsylvania County Department of Fire, Rescue & Emergency Management

Strategic Plan

2018

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Introduction:

The Spotsylvania County, Department of Fire, Rescue & Emergency Management (FREM) provides all-hazard response services to the citizens, businesses, and visitors of Spotsylvania County. Some of these services include fire prevention and suppression, emergency medical services, hazardous materials mitigation, technical and water rescue, public fire and life safety education, emergency management, and disaster planning.

FREM provides these services through a combination system of professional employees and volunteers, working together to meet the community's needs. Fire services in Spotsylvania County date back to 1947 with the formation of the Spotsylvania Volunteer Fire Department, followed by the subsequent formation of Chancellor Volunteer Fire and Rescue and the Spotsylvania Volunteer Rescue Squad. The establishment of Spotsylvania County Department of Fire, Rescue, and Emergency Management began with the hiring of four fulltime firefighters* in 1981. In the early 1980s, crews operated out of 6 stations, and the incident volume in Spotsylvania was approximately 2,000 annually. Today fire and EMS responders in Spotsylvania work out of 11 stations situated throughout the county, staffed with a minimum of one fire engine and one ambulance 24 hours a day, seven days a week, responding to just under 18,000 incidents annually.

As the County's estimated population of 135,000 continues to grow, and demand for services increase, FREM requires a theoretic roadmap to guide the Department's efforts for the future, both immediate and longer term. While the Department has been successful in many ways and through the development, implementation, and management of numerous initiatives over the years, it has lacked a formalized long-term plan that assures the entire organization is on the same track moving forward. This strategic plan provides that necessary guidance for budgeting and resource allocation, providing a listing of specific goals and objectives, with estimated timelines for the tasks associated with them for resource planning purposes. As with any plan, it is recognized that an element of fluidity must be maintained to adjust both timelines and objectives to meet the specific needs that may develop or change beyond what has been anticipated during the planning process.

Beginning in January of 2017, this initial strategic plan was developed in a somewhat abbreviated process, seeking input and feedback from internal and external stakeholders through both formal and informal means, while not establishing a formalized workgroup to fulfill the structure and magnitude of a planning process that would provide a longer-term plan. This abbreviated process was used to develop a plan that will provide guidance to the department for a period of the next 4 years, towards the end of which, a more in-depth evaluation and planning process will be conducted to develop a longer-term strategic plan for the following 5 to 7 years.

Overview of Goals:

Goal 1- To develop a workforce that is prepared to achieve the mission and vision of the Department of Fire, Rescue & Emergency Management, while exemplifying our core values.

Goal 2- Enhance fire and EMS staffing in stations to meet current and future response needs.

Goal 3- Enhance the County's overall ability to prepare for, respond to, recover from, and mitigate hazards, emergencies, and disasters.

Goal 4- To develop process and data management systems that meet the current and future needs of the Department.

Goal 5- To develop an optimized community-driven service delivery model.

Goal 6- Develop an effective and comprehensive training and credentialing program.

Goal 7- Utilize technology efficiently and effectively within the Department to meet current and future needs.

Goal 8- Develop a comprehensive community risk reduction model.

Mission:

To help others; preserving life and property through prompt and skillful all-hazard emergency response, incident prevention, education, and community engagement.

Vision:

Providing the best service possible to our community, through continued dedication and pursuit of excellence; while always seeking opportunities to positively impact the lives of others.

Core Values:

Professionalism: A willingness to operate within the boundaries of professional standards and in a team environment, assuring the safety and health of our community and our personnel are our top priorities. Constantly holding our teammates and ourselves to a higher set of standards. Always possessing and maintaining an attitude and willingness of doing our best with a passion to be the best. Knowing our job, preparing for our job, and performing our job in a manner that exceeds expectations 100% of the time.

Respect: Respect for our community, our co-workers, and ourselves. Being nice, while providing services to all with justice, equality and without purpose of evasion. Holding all we serve and protect in the highest regard, demonstrating empathy and treating them all as we would our own family. Being humble when we perform well, and acknowledging when we could have performed better. Facing adversity head on, while persevering and learning from our challenges.

Integrity: Honesty, honor, consistency, and trustworthiness; a strong adherence to a code of moral and ethical values and principles that makes oneself incorruptible; sound, trustworthy, and loyal in the quest to accomplish good deeds; doing the right thing, even when no one is watching. Never bringing shame upon oneself, our organization, the fire service, or our community. Members should hold each other accountable for each other's actions and inactions.

Dedication: Commitment, loyalty and devotion to the community, the organization, and oneself. Having a want and desire to accomplish personal and organizational goals, and being persistent in doing so; wholehearted devotion to our mission, vision and core values.

Excellence: Our personnel will provide the highest quality of individual and team performance to ensure that our services are always top quality. Decisions should be made at the lowest appropriate level, using bottom-up leadership and individual empowerment. We shall possess and act upon a "make it happen" attitude while instilling pride and ownership in our shifts, station and department, providing exemplary service in all situations. Mediocrity is not an option.

Action Statement:

We will continually reevaluate the way we do things today in an effort to plan for tomorrow, rather than defend the way we have always done things.

Primary Community Service Delivery Programs:

1- Emergency Medical Services
2- Fire Suppression
3- Technical Rescue (Industrial, Water, Trench, Confined Space, High Angle, etc.)
4- Fire Prevention and Fire Investigation
5- Public Fire and Life Safety Education
6- Hazardous Materials Mitigation
7- Domestic Preparedness Planning and Response

Community Expectations of Spotsylvania FREM:

- Quick access to the key services required by the public
- Well-trained, competent, and skilled staff
- Personnel who are compassionate and empathetic when responding to the community's needs, while demonstrating an appropriate sense of urgency
- Ability to bring emergencies under control in a fast and safe manner
- Fiscally responsible
- Consistently high performance capabilities amongst all crews
- Community training to prepare for emergencies and disasters
- A diverse workforce that reflects the makeup of the community
- To provide high quality Emergency Medical Services (EMS), taking advantage of the most recent advances in emergency medicine and technology
- To provide quick and easy access to services, whether in the event of an emergency or general public services
- Responsive to the non-emergency needs of the community, meeting with and providing information to the community
- Continuing to embrace volunteerism, and seeking opportunities to engage volunteers by utilizing them to provide additional services
- Maintain an up to date fleet of well-equipped vehicles and Fire/EMS equipment to meet the needs of the community
- Friendly, personable staff responsive to the needs of the community
- Communication of accurate and relevant information to the community regarding events and emergency incidents
- Rational enforcement of the fire code
- Informative fire inspection procedures
- Timely fire investigations, using a collaborative approach to provide adequate resources
- Strong community partners- the ability to work with schools, businesses and individuals to meet shared goals
- To prevent fires and other emergencies through public education
- Adequate supply of resources to meet current and future service demands

- Maintain adequate planning and preparedness programs to address all types of natural and man-made disasters
- Innovative service, seeking opportunities to incorporate technology to make services more efficient and effective
- To be visible to the public
- Transparency, maintaining a culture of openness
- Continuously evolving, moving forward and "thinking outside the box" to have the best employees and provide consistency

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths:

- People; competency and caliber
- Equipment and apparatus
- Entry-level training programs
- Strong work ethic
- Community approval/respect
- Pride in department
- Newer facilities
- Younger, potentially long-term workforce
- Improved top-down communication
- Increased involvement/engagement of personnel at all levels of rank
- Ability to adapt and change to meet challenges
- Fiscal responsibility
- Customer service levels
- Relationships with other County departments
- Progressive EMS Protocols to include critical care scope of practice
- Advanced Life Support Engine Companies - as staffing permits
- Use of state, federal, and private grants to offset local funding requirements
- Certain patient care medications such as Naloxone available to all EMTs and above on engines and ambulances

Weaknesses:

- Lack of significant data driven analysis in a variety of areas of decision making
- Insufficient technology or the use thereof, to support medium and long-range planning through data analysis
- Insufficient technology for the needs of responders to maintain system readiness and facilitate more timely and adequate response
- Challenges associated with technology and staffing associated with call taking and incident dispatching

- Insufficient officer development and structured department-wide training (post academy)
- Shortage of automatic aid agreements with surrounding localities
- Reluctance to conduct self-reflection/self-evaluation of services and capabilities in portions of the department
- Lack of a formal fire and life safety education program
- Relative youth of department has resulted in a lack of institutional knowledge and operational exposure (experience)
- Lack of adequate inventory management systems
- Insufficient resources to conduct an adequate number and frequency of fire inspections
- Lack of depth in various areas of the department (Fire Marshal's Office, Emergency Management, Administrative Planning, Volunteer leadership, etc.)
- Departmental astuteness- "big picture" understanding
- Shortage of higher education, impacting professional capabilities
- Inconsistencies in physical fitness levels
- Inadequate quality assurance in incident reporting; specifically the National Fire Incident Reporting System (NFIRS)
- Lack of marketing, community visibility
- Insufficient distribution of resources; geographic coverage and gaps
- Instability of the volunteer workforce due to life challenges and decrease in volunteerism
- Instability of career workforce resulting from competitive pay challenges
- Insufficient classroom and storage facilities
- Inconsistency in regular periodic review of goals, objectives and processes
- Lack of consistent EMS continuing education programs

Opportunities:

- Current strong economy
- Community Partnerships (service organizations and businesses)
- Community relationships and impressions
- Potential for a community paramedicine program, to reduce re-admittance to the local hospitals in order to provide more well rounded patient care and reduce costs associated with repeat transports of patients at the local, state, and federal levels.
- Hosting regional training efforts
- Marketing and branding
- Inter-departmental relationships
- Volunteer engagement in service augmentation
- Recruitment- Interest in becoming part of a growing department
- Retention- personnel developing with a growing organization; advancement opportunities
- Using data to direct decision-making
- Grant funding of various equipment and initiatives
- Enhancement of employee health programs (physical and mental)

- External training opportunities
- Increased diversity of workforce
- Expansion of community risk reduction programs
- Regional cooperation (automatic aid, joint regional response teams)
- Insurance Services Office (ISO) rating evaluation
- Shadowing with external partners
- Departmental research projects
- Involvement in professional, state, and national trade associations

Threats:

- Uncertainty of future economy
- Lack of diversity in tax base (commercial and industrial versus residential)
- Competition for funds
- Political impacts (i.e., General Assembly action beyond County or Department control, such as unfunded mandates)
- Natural Disasters
- Regulations (pace, funded/unfunded, impacts on operations)
- Public perceptions turning against government operations
- Education- lack of funding to achieve
- Nation-wide trends of decreases in volunteerism
- Decrease in local volunteerism
- Increased community expectations
- Increased service expectations
- Outside entities drawing from departmental workforce
- Cultural evolution and changing dynamics within the fire service
- Workforce competition in recruiting/retaining
- Terrorism
- Failing to keep up with the diversity/changing demographics of the community
- Training- Increased requirements and needs with increased limitations on time and funding
- Generational differences
- County leadership transitional changes
- Technology outpacing ability to maintain competency and equipment
- Service delivery challenges (generalist versus specialist)
- Changing demographics of the County
- Change in housing types (increased multi-family construction)
- Member burnout (emotional, physical, and mental stress of the job)

Goals and Objectives:

Goal 1- To develop a workforce that is prepared to achieve the mission and vision of the Department of Fire, Rescue & Emergency Management, while exemplifying our core values.

Objective 1A: Enhance the recruitment and retention of the department's career workforce through programs and practices.

- Establish a committee to identify and research critical gaps in the recruitment and retention processes within the department, and to implement programs designed to remedy them. *(February 2018)*
- Use a workforce satisfaction assessment tool to develop a strategy for employee retention. *(March 2018)*
- Develop, deliver and implement a comprehensive recruitment program targeting a diverse audience of prospective new employees. *(April 2018)*
- Develop and implement an employee service awards program within the department. *(April 2018)*

Objective 1B: Enhance the recruitment and retention of the department's volunteer workforce through programs and practices.

- Establish a committee to identify and research critical gaps in the recruitment and retention processes of volunteers within the department, and to implement programs designed to remedy them. *(February 2018)*
- Use a workforce satisfaction assessment tool to develop a strategy for volunteer retention. *(March 2018)*
- Develop, deliver and implement a comprehensive volunteer recruitment program targeting a diverse audience of prospective new volunteers. *(April 2018)*
- Evaluate, refine, and potentially add to volunteer retention incentive programs (Length of Service Awards Program, tax reductions, per diem payments, awards, etc.) to encourage volunteerism within the department. *(July 2018)*

Objective 1C: Enhance the health and wellness of our workforce through programs and processes.

- Develop a comprehensive safety plan, in accordance with NFPA (National Fire Protection Association) 1500, to address safe operations within the Department. *(December 2018)*
- Develop, deliver and implement a health and wellness program for all department members, which is not limited to, but places significant emphasis on cardiovascular health. *(July 2018)*
- Expand medical physical exams to volunteer responders, beginning with new members. *(July 2019)*

- Implement a cancer prevention program to limit responders' exposure to carcinogens and combat the growing number of cancer diagnoses amongst fire and EMS personnel. *(February 2018)*
- Develop, deliver and implement a job function based mandatory physical fitness/work performance evaluation program. *(July 2019)*
- Develop, deliver and implement a Peer Support Program to aid in the emotional health of responders, in order to assist with the mental stressors that are experienced on and off duty, and to contribute and provide ongoing emotional wellness resources that are readily needed for emergency responders. *(September 2018)*
- Monitor implemented programs and processes, and revise as needed. *(Ongoing)*

Objective 1D: Enhance the employee development process of the department.

- Evaluate the firefighter career development program and revise as needed. *(September 2018)*
- Monitor and update the minimum certifications and qualifications program as needed. *(October 2020)*
- Develop, deliver and implement an officer development program, and evaluate and revise as needed. *(April 2018)*
- Develop, deliver, and implement an administrative professional development program, and evaluate and revise as needed. *(October 2018)*

Goal 2- Enhance fire and EMS staffing in stations to meet current and future response needs.

Objective 2A: Develop, deliver and implement a staffing plan to establish a baseline of staffing for all existing stations through County employees 24/7.

- Identify the staffing needed to maintain and build upon the current 24/7 combination coverage at all existing stations. *(Ongoing)*
- Determine the most effective means for implementation, while avoiding alienation or dissuasion of existing or future volunteer participation. *(July 2018)*
- Develop and implement a plan that can be implemented over multiple years to spread out the financial burden on the County. *(April 2018)*
- Develop and implement a plan that will not overburden the Training Division in the attempt to provide necessary training for entry-level personnel, nor result in excessive costs to achieve minimum qualifications of personnel on every shift. *(July 2018)*

Objective 2B: Enhance the use of operational and administrative volunteers through non-traditional means and staffing arrangements in a manner that encourages volunteerism and seamless operations regardless of agency affiliation.

- Evaluate, develop and implement a plan that provides for staffing arrangements that continues to engage department volunteers to achieve increased levels of participation above baseline staffing, especially in high incident volume periods and districts. *(February 2018)*
- Evaluate, develop, and implement a program in which volunteers are encouraged to provide additional staffing at a variety of stations, blending career and volunteer crews to achieve operational benchmarks, driven by the needs of the system rather than strictly agency affiliation. *(February 2018)*
- Evaluate, develop, and implement programs by which additional volunteers have increased roles in support services functions within the department, taking advantage of talent and skills for the benefit of the entire system. *(May 2018)*
- Evaluate, and implement if deemed appropriate, a Citizen Emergency Response Team (CERT) for use in planned events and large-scale emergencies. *(July 2019)*

Objective 2C: Identify additional staffing needs to achieve and maintain response standards as the community and service demands grow.

- Utilizing criteria established by the NFPA, identify response standards for use in evaluating the effectiveness of the Department's response performance capabilities. *(January 2019)*
- Develop identifiable benchmarks in response data and population growth and demographics that provide indicators for additional staffing needs. *(July 2018)*
- Identify staffing alternatives that seek to use existing facilities and infrastructure when possible. *(August 2018)*
- Evaluate the need and identify priorities for future additional stations to meet the needs of the community where a lack of facilities exists. *(September 2018)*

Objective 2D: Develop and implement a cooperative regional approach to meeting response needs associated with emergencies within and immediately outside of the boundaries of Spotsylvania County.

- Establish and implement enhanced automatic aid response agreements with the counties of Stafford, Culpeper, Orange, Louisa, Hanover, and Caroline, and the City of Fredericksburg. *(July 2019)*
- Establish and implement regional standard operational procedures (SOPs) for use in regional responses. *(January 2020)*
- Establish and implement regional training effort to assure use and familiarity with regional response SOPs. *(January 2020)*

Goal 3- Enhance the County's overall ability to prepare for, respond to, recover from, and mitigate hazards, emergencies, and disasters.

Objective 3A: Develop and implement enhanced and focused community outreach.

- Leverage resources in the Department and other County/School departments, to target seniors, children, and non-English speaking residents as key portions of the population to connect and interact with in emergency preparedness. *(September 2019)*
- Translate existing emergency management, fire and life safety education, and emergency response materials and publications into other languages such as Spanish. *(June 2019)*
- Establish partnerships with licensed facilities to improve their emergency planning efforts. *(Ongoing)*
- Establish and maintain relationships with businesses in the County to improve their emergency planning efforts. *(Ongoing)*

Objective 3B: Establish a two-year training and exercise cycle for Emergency Operations Center (EOC) activities.

- Deliver at least one focused, position-specific training and exercise cycle for each Emergency Support Function that encompasses key participants from all parts of County government each calendar year. *(January 2019)*
- Deliver Incident Command System (ICS)/EOC interface training to all staff that could potentially be assigned to EOC or Incident Management Team (IMT) functions. *(January 2019)*
- Provide at least two IS700, two IS100, two IS200, two IS800, one ICS300, and one ICS400 classroom delivery course each calendar year. *(July 2019)*
- Support recruit academy course deliveries of IS700, IS100, IS200, and IS800 for the Department and the Sheriff's Office as requested. *(July 2018)*
- Evaluate the need and potential to establish a NIMS/FEMA Type 3 Incident Management Team to manage local and regional incidents when exisiting resources may be overwhelmed. *(July 2019)*

Objective 3C: Enhance the regional information sharing process to assure awareness of threats and hazards amongst regional partners, as well as opportunities to prepare for or mitigate them.

- Establish a classified multi-discipline regional public safety intelligence group to meet quarterly to encourage confidential dialog and discussion of potential threats and hazards posed to each jurisdiction, and the efforts that are underway to address them. *(July 2018)*
- Develop regional resource listings to provide more rapid access to resources in the event of emergencies. *(September 2018)*

- Establish regional processes by which sensitive information can be shared amongst public safety responders in preparation for potential emergencies and disasters. *(January 2019)*

Goal 4- To develop process and data management systems that meet the current and future needs of the Department.

Objective 4A: Improve the use of data to inform Standard of Response Coverage (SORC) improvements.

- Conduct a road network travel-time analysis to evaluate both current and future placement of fire stations and apparatus. *(September 2018)*
- Identify data sets that exist or need to be developed in order to provide adequate and accurate measures of system performance. *(July 2018)*
- Develop and publish monthly data reports demonstrating compliance with SORC benchmarks and other key performance measures. *(January 2019)*
- Develop a real-time network coverage projection that will help inform apparatus move-ups during peak demand periods. *(January 2019)*

Objective 4B: Develop enhanced processes for quality assurance and quality improvement through the use of technology.

- Implement a formal Quality Assurance/Quality Improvement program to review 100% of working fire and other major incident documentation to ensure accurate data collection. *(July 2018)*
- Conduct a needs assessment to evaluate the EMS Quality Assurance/Quality Improvement program. *(May 2018)*
- Develop a formal electronic template to facilitate a standardized after-action review process and help convey lessons learned. *(March 2018)*

Objective 4C: Complete a comprehensive internal analysis to streamline critical processes.

- Conduct one focused business process analysis for each division of the department each year. *(December 2018)*
- Develop evaluation criteria for critical business functions. *(July 2018)*
- Design and implement a data collection and management system to support ongoing evaluation of these processes. *(July 2019)*
- Improve resiliency in processes and programs identified with having single points of failure. *(Ongoing)*

Objective 4D: Collaborate with the Sheriff's Office and Information Services to increase effectiveness of emergency call taking and dispatching procedures.

- Establish and implement an Emergency Medical Dispatching and Emergency Fire Dispatching program, by which call takers are able to provide lifesaving instructions to callers, and additional pertinent information is obtained from the caller, while appropriate resources are simultaneously being dispatched to the incident. *(July 2019)*
- Establish a uniformed fire officer's position within the Emergency Communication Center to provide guidance to dispatchers and assist in resource redeployment during periods of peak call volumes. *(July 2019)*
- Establish and implement automated vehicle location dispatching to assure the closest, most appropriate resources are dispatched to incidents. *(July 2019)*
- Utilize mobile computer terminals to the greatest extent possible to provide up to date information and directions to responders, while utilizing push button communication technology to accomplish most frequent non-emergency radio traffic. *(July 2019)*

Goal 5- To develop an optimized community-driven service delivery model.

Objective 5A: To enhance the Standard of Response Coverage through continuous improvement and planning.

- Develop and complete annual updates to the Community Risk Assessment and Standards of Response Coverage. *(January 2019)*
- Specify the department's standard for fire department presence in all areas and types of current and future development. *(January 2019)*
- Evaluate the current special operations program and develop a strategy for improvement, to include roles and responsibilities, requisite training, and equipment load out for each type of specialty team. *(July 2018)*
- Co-locate additional support resource facilities within of in the vicinity of existing facilities in order to create efficiencies related to travel times and resource deployment. *(Ongoing)*

Objective 5B: Develop and implement solutions dealing with frequent consumers of services.

- Conduct an evaluation/review of current programs that address situations involving frequent consumers of EMS service. *(July 2018)*
- Implement multi-disciplinary and inter-departmental approach to serving the underlying problems for residents/businesses that are frequent users of the EMS system. *(July 2019)*
- Develop and implement a tracking system that will detect and alert when there is a frequent consumer of services, enabling focused efforts to be made to evaluate and address the underlying situation. *(January 2019)*
- Develop and implement a Community Based Paramedic Program working with our Operational Medical Director and local hospitals. *(July 2020)*

Objective 5C: Formalize a research and development doctrine for the department.

- Create a working group to evaluate new practices and technology related to the delivery of services. *(March 2018)*
- Institute a procedure to review and disseminate lessons learned and best practices from internal and external incidents. *(July 2018)*
- Develop an effective mechanism for sharing improved tactics, techniques, procedures, and equipment across the department. *(November 2018)*

Objective 5D: Develop a formalized approach to managing existing and potential resources within the system.

- Evaluate existing and future storage and logistical space needs. *(May 2018)*
- Evaluate and implement an inventory management system to monitor the maintenance, status, condition, and needs of physical resources within the system. *(July 2019)*
- Evaluate and develop a resource deployment strategy and practice to place and utilize physical resources in the most appropriate and effective manner. *(July 2020)*
- Maintain a fleet of emergency response vehicles that are up to date, in excellent condition, and meet the needs of the community. *(Ongoing)*

Goal 6- Develop an effective and comprehensive training and credentialing program.

Objective 6A: Develop and implement processes for enhanced officer development.

- Implement officer development training programs for prospective lieutenants, captains, and battalion chiefs. *(May 2018)*
- Provide officer in-service classes quarterly. *(January 2018)*
- Conduct semiannual realistic command competencies lab/testing for all command officers. *(April 2018)*
- Conduct annual employment-practice liability training for all supervisors. *(March 2018)*
- Emphasize the importance of higher education in the growth of officers, and seek opportunities to support employee pursuits of such programs. *(Ongoing)*
- Create opportunities for training and assignment to various divisions and areas of responsibility within the department to create enterprise awareness and depth of available knowledge and abilities within the department. *(July 2018)*

Objective 6B: Develop and implement an enhanced special service/special operations training program.

- Deliver a truck school (specifically to include advanced extrication, rope rescue, and aerial operator training). *(May 2018)*
- Deliver a rescue company school (specifically to include advanced RIT, advanced extrication, rope rescue, high angle and confined space training). *(July 2018)*

- Ensure all specialty teams have adequate numbers of appropriately trained members on each shift and location, and that resources are made available to ensure that each team has the equipment needed to provide its function. *(February 2020)*

Objective 6C: Develop and implement a system to ensure annual basic competency training.

- Conduct annual live-fire training for all fire personnel. *(Ongoing)*
- Conduct annual hazmat awareness and operations refresher training for all personnel. *(Ongoing)*
- Conduct annual firefighter survival skills refresher training for all fire personnel. *(Ongoing)*
- Conduct annual cardiac arrest management refresher training for all personnel. *(Ongoing)*
- Develop and conduct annual EMS continuing education program for all personnel. *(Ongoing)*
- Conduct annual on-going emergency vehicle driver education for all drivers. *(March 2018)*

Objective 6D: Develop and implement a process to achieve accreditation as an EMS Training Facility.

- Conduct a gap analysis of the current resources and what is required to meet the standards to become accredited to offer EMT through Paramedic programs. *(March 2018)*
- Obtain accreditation as an American Heart Association Training Center in order to facilitate the teaching of Cardio Pulmonary Resuscitation, Advance Cardiac Life Support, and Pediatric Advanced Life Support courses. *(January 2018)*

Objective 6E: Provide adequate classroom and training facilities to meet the needs of the system, and thereby the community.

- Design and construct a classroom facility to facilitate training in proximity to the Rappahannock Regional Fire Training Center. *(July 2018)*
- Evaluate additional training spaces and facility components to facilitate realistic and appropriate levels of training to prepare responders. *(July 2018)*

Goal 7- Utilize technology efficiently and effectively within the department to meet current and future needs.

Objective 7A: Improve integration of technology and business practices.

- Develop/Identify a project management solution that will both document progress and facilitate successful outcomes. *(December 2018)*

Objective 7B: Improve planning efforts to ensure that the technology budget, implementation, and support programs meet the needs of the department.

- Create a technology focus group that can help identify areas for improvement and help implement user-focused solutions. *(March 2018)*
- Develop a comprehensive plan that outlines the standard technology package for each station, unit, and staff officer. *(July 2018)*
- Develop a five-year plan, working with the IS department, which will be used to guide the department's technology program. *(August 2018)*

Objective 7C: Use technology to enhance community participation in achieving department goals.

- Evaluate and implement programs to enhance out of hospital cardiac arrest survival rate through such efforts as Pulse Point and American Heart Association Mission Lifeline. *(July 2019)*

Goal 8- Develop a comprehensive community risk reduction model.

Objective 8A: Develop and implement a system to ensure greater focused community outreach.

- Research and implement an injury and illness prevention program for target-risk groups. *(January 2019)*
- Establish an ongoing smoke detector awareness and installation program in geospatially identified at-risk neighborhoods. *(July 2018)*
- Fire Marshal's Office to partner with station captains to develop Community Risk Reduction programs specific to those stations' communities. *(August 2018)*
- Pursue opportunities to provide community education on a regular basis, such as CPR, First Aid, fall prevention programs, citizens academies, etc. *(Ongoing)*

Objective 8B: Conduct fire inspections of all existing commercial occupancies within Spotsylvania on an annual basis.

- Evaluate the current commercial fire inspection program and develop a strategy for improvement, in an effort to achieve annual inspections. *(July 2018)*

- Identify, evaluate, and implement alternative methods to achieve the goal of assuring the safety of the public and fire service personnel through commercial fire inspections. *(January 2019)*
- Evaluate current and proposed methods of conducting commercial fire inspections to determine the appropriate number of inspectors needed to successfully achieve the objective of conducting annual inspections in all commercial occupancies. *(July 2018)*
- Upon determining the appropriate number of inspectors needed, implement a staffing plan to adequately meet these needs. *(October 2018)*
- Develop customer resources to provide education and information regarding fire prevention code compliance and enforcement. *(November 2018)*

Objective 8C: Develop and implement a system to ensure greater marketing and communication.

- Aggressively pursue additional social media opportunities as a way of reaching out to the community. *(Ongoing)*
- Strengthen the ability to communicate emergency and non-emergency information to the community through the marketing of the Spotsy-Alert system. *(Ongoing)*
- Develop a quarterly e-newsletter addressing risk reduction topics and distribute to the community. *(July 2018)*