ARLINGTON COUNTY FIRE DEPARTMENT

2024-2029
STRATEGIC PLAN

The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief David Povlitz and all who participated for their commitment to this process.

This community-driven strategic plan was developed in November 2023, beginning with a meeting facilitated by representatives from the CPSE for community personnel, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in Appendix A.

Community Stakeholders

Brad Baer	Marguarite Gooden	David Litman	Kitty Clark Stevenson
Gillian Burgess	Edith Gravely	Chasta Piatakovas	Laura Szlavin
Bill Dunn	James Jarvis	Steven Proud	Ryan Whitney
Tamara Galliani	Peggy Jones	Grace Reyes	Wendy Zenker
Ashley Goff	Henry Lane	Jacob Saur	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the ACFD, as named below.

Agency Stakeholders

Adam Bacus	Nathaniel Hiner	Ronnie Martin	Jason Sandridge
Captain I	*Captain I*	*Lieutenant*	*Firefighter*
Charlene Branch	Mark Jaquays	Alexander Moody	Richard Slusher
Administrative Specialist	*Captain II*	*Firefighter*	*Captain II*
Nicolas Calderon	Jason Jenkins	Terence Owens	John Snider
Captain I	*Assistant Chief*	*Lieutenant*	*Deputy Chief*
Matthew Cobb	Jamie Jill	Kristin Pardiny	Sydney Tippett
Battalion Chief	*Lieutenant*	*Lieutenant*	*Firefighter*
Robert Crandall	Wandekha Kanthula	Veronica Pritchett	Justin Tirelli
Battalion Chief	*Lieutenant*	*Firefighter/Medic*	*Battalion Chief*
Daneen Feehery	Frederick Kawatsky	Ryan Raley	Eric Wesley
Management Analyst	*Captain I*	*Firefighter*	*Captain I*
Christopher Gray	Cheryl Long	Melvin Reed	Tiffanye Wesley
Captain II	*Captain I*	*Captain II*	*Deputy Chief*
Paul Harrison	Justin Lucas	Amanda Reeves	Angela Yenca
Captain I	*Captain I*	*Deputy Chief*	*Lieutenant*
Marcia Hill	Sarah Marchegiani	Lorenzo Roach	David Zuniga
Captain I	*Battalion Chief*	*Deputy Fire Marshal*	*Lieutenant*

Message from the Fire Chief

Dear Residents, Community Leaders, and Department Personnel,

As the Fire Chief of the Arlington County Fire Department, I am both proud and humbled to present to our community, partner agencies, and fire department personnel our 2024 – 2029 strategic plan. The strategic plan is not merely a document; it is our roadmap to help Arlington become a safer, more prepared, and resilient county. It outlines our commitment to excellence, our dedication to service, and our unwavering resolve to adapt to the ever-changing dynamics of prevention and emergency services.

Our strategic plan guides us in providing exceptional emergency response while simultaneously focusing on the well-being of our firefighters, medics, officers, and staff, along with the community we serve. It encompasses our goals for equity, community risk reduction, training, communication, advancement in technology, and workforce resiliency. With this plan, the department commits to be transparent and accountable to you, the people who place your trust in us every day.

In the pursuit of these objectives, we have engaged in an inclusive process, gathering input from various stakeholders within and beyond our department. We have sought to understand the unique needs of Arlington County and have woven those intricacies into every aspect of our strategic planning.

I invite each of you to join us as we embark on this journey to elevate the services of the Arlington County Fire Department. Together, let us foster a culture of safety, responsiveness, and community partnership that will safeguard our county for years to come.

Sincerely,

David Povlitz
Fire Chief
Arlington County Fire Department

Table of Contents

Introduction

The Arlington County Fire Department (ACFD) serves the community with high levels of professionalism and efficiency through the agency's proactive approach to risk reduction and emergency mitigation. As such, the ACFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate the development of a community-driven strategic plan.

CPSE's approach to community-driven strategic planning gathers feedback from community and agency stakeholders while focusing on future change. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The ACFD exhibited a commitment to the implementation of this plan to become more efficient and effective in alignment with its community.

Process

The department must understand what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Arlington County Fire Department serves. As a tax-funded government entity, the ACFD has a fiduciary responsibility to use its resources properly. Community-driven strategic planning ensures the community remains a focus of the organization's direction and community feedback is at the heart of all deliberations and development of this strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International®'s (CFAI®) fire and emergency services accreditation model and also considers all parameters prescribed by the authority having jurisdiction.

By adopting a community-driven strategic plan, the department's organizational decision-making will include input from a diverse group of stakeholders. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. The Arlington County Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. The department will require the support of many other partners to successfully execute the community-driven strategic plan. By engaging these partners during the planning process, the department will increase buy-in and collaboration.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.
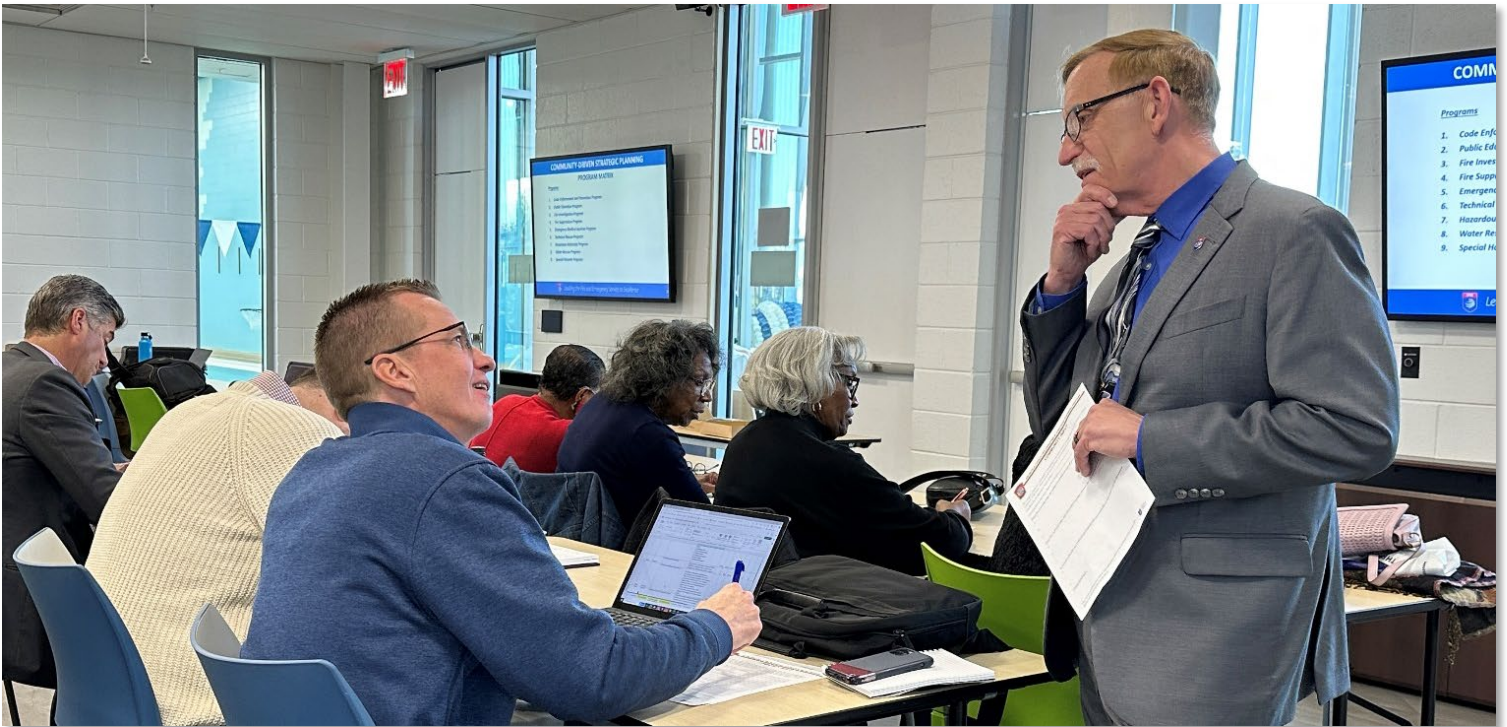
Community Stakeholder Work Session

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results (SOAR).
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's personnel.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals; specific, measurable, achievable, realistic, and timely (SMART) objectives with relative timelines; and comprehensive critical task concepts focusing on outcomes.

Agency Background

The Arlington County Fire Department serves Arlington, Virginia and the surrounding region with world-class fire and emergency medical services. Arlington County is a highly dynamic and diverse community just west of the District of Columbia. At 25.8 square miles, Arlington is considered one of the smallest counties in the nation but also the most densely populated for its land size, with nearly 240,000 total residents. Arlington is a highly desirable place to live and work and has experienced a ten percent increase in population growth since 2010, with US Census Bureau projections of 301,200 residents living in the county by 2045. Arlington is consistently ranked as one of the top tourist destinations in Virginia.

There are many at-risk community groups and target hazards in the county. Arlington's population is also aging, with more than 10 percent of residents over 65, with substantial increases anticipated in this age group by 2030. The county has several significant target hazards, including the Pentagon, mass transit networks, and other critical infrastructure. According to regional and national security agencies, Arlington has repeatedly been considered high risk for terrorism. The growing population, diversity, threat profile, and economic opportunities make Arlington County a national hotspot, necessitating well-equipped and highly trained personnel.

The Arlington County Fire Department is a professional fire and EMS department of 362 uniformed and civilian staff. The department staffs strategically placed fire stations. The department's minimum daily staffing includes engine companies, truck companies, heavy rescue squads, ambulances, battalion chiefs with aides, and two advanced practice paramedics. Units are staffed to National Fire Protection Association (NFPA) standards. At minimum, firefighters are cross-trained as firefighters and emergency medical technicians (EMT).

Over the last three years, the department experienced a significant increase in calls for service. In 2020, the department responded to just over 25,000 calls for service. In 2023, the department will surpass 33,000. Approximately 70 percent of the 911 calls involved an emergency medical situation, with the others being structure fires, hazardous materials, technical rescues, and atypical responses.

Organizational Chart

**Arlington County Fire Department
Organization Chart**
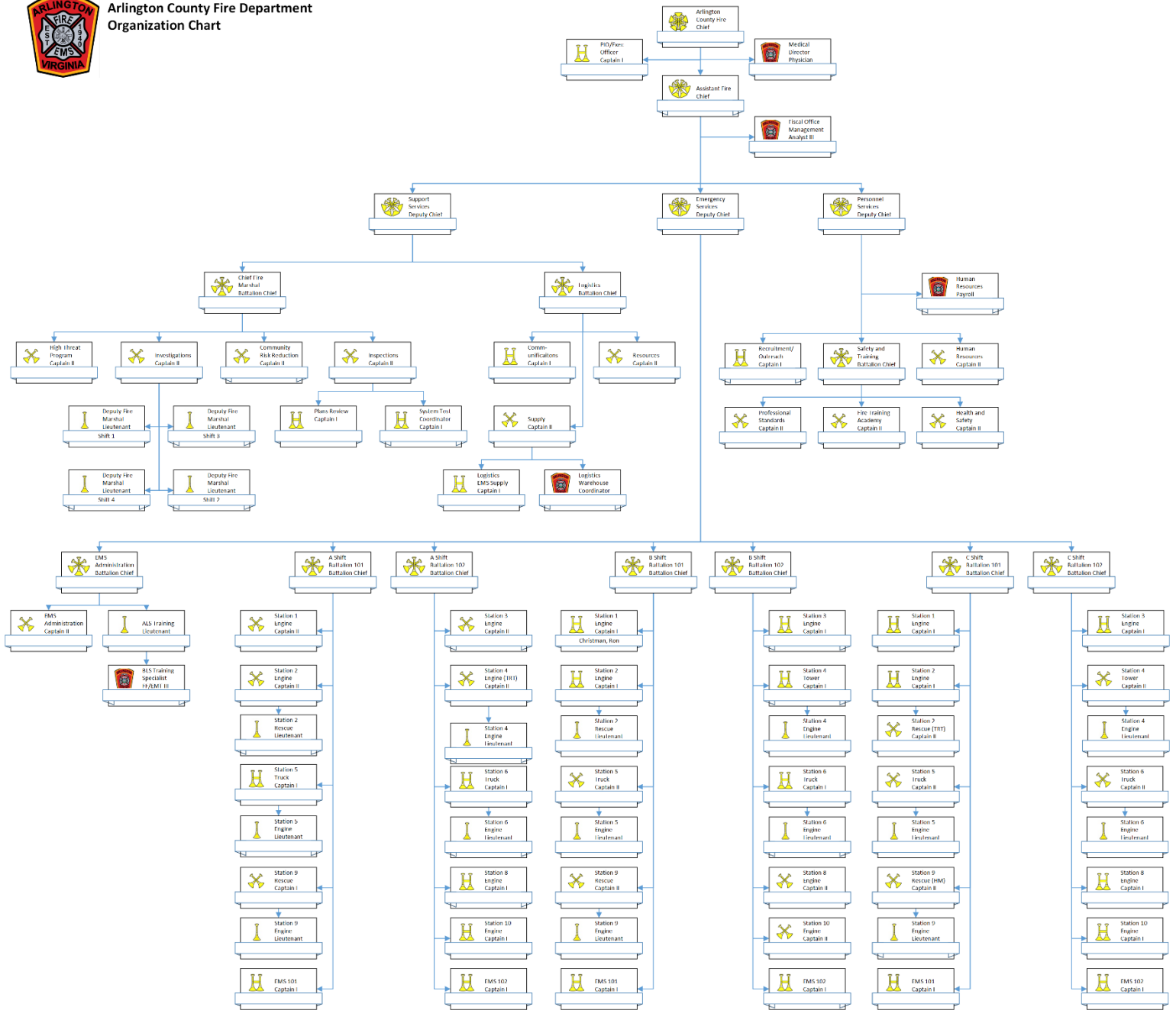
Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all ACFD personnel. The purpose of the mission is to answer the questions:

Who are we?   Why do we exist?   What do we do?   Why do we do it?   For whom?

A workgroup met to revisit the existing mission and created, discussed, revised, and presented a mission to the entire agency stakeholder group. The entire group further discussed, revised, and accepted the following:

> **The Arlington County Fire Department protects lives and property. We commit to serving you with the same compassion, professionalism, and accountability we expect of ourselves.**

Values

Values embraced by all personnel of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit and revise the existing values. The proposed values were further discussed, amended, and agreed upon by the entire group.

Inclusive | A diverse, collaborative environment that maintains equity and ethical behavior.

Leadership | A humble commitment to the growth, wellbeing, and empowerment of employees.

Professionalism | Service delivery through reliability, trust, and training.

Integrity | Hold ourselves accountable by taking responsibility for our actions through honesty, consistency, and strong morals.

Transparency | Provide clear and easily accessible information to all stakeholders.

Pride | Maintain a sense of deep satisfaction and fulfillment for our achievements and contributions.

CPSE | Center for Public Safety Excellence®

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Arlington County Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Agency Stakeholder Work Sessions

Vision

An organizational vision exists to keep all agency personnel focused on the success of the Arlington County Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the ACFD's vision. The agency will support the reality of this vision through plan implementation and goal achievement.

> **To be the leading, innovative, community-focused public safety organization with a resilient and inclusive culture.**

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The ACFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.

Ensure consistent, factual, and transparent internal communication to improve trust and enhance organizational alignment.

Establish and implement a plan that fosters a productive and satisfied workforce.

Create and implement a comprehensive engagement program to better enhance communication with stakeholders and reduce risk in the community.

Create and implement a comprehensive training program to prepare our personnel to serve the community.

Improve the health, wellness, and resiliency of our workforce to enhance career and post-career longevity.

Evaluate and revise our current resource deployment to appropriately meet the needs of our community.

Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

Conclusion

Working with community members and department personnel from all levels, this strategic plan was developed…but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Arlington County Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the ACFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Arlington County Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.
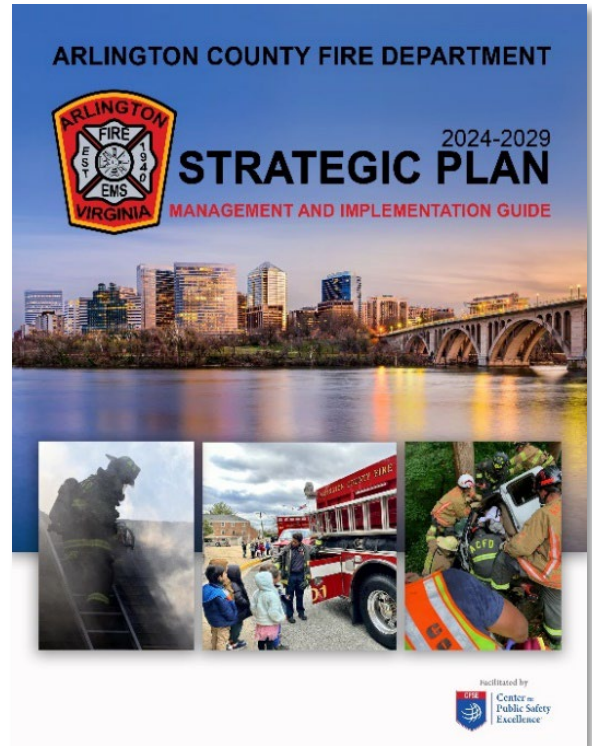
Appendices

A. Community Stakeholder Findings

The Arlington County Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:
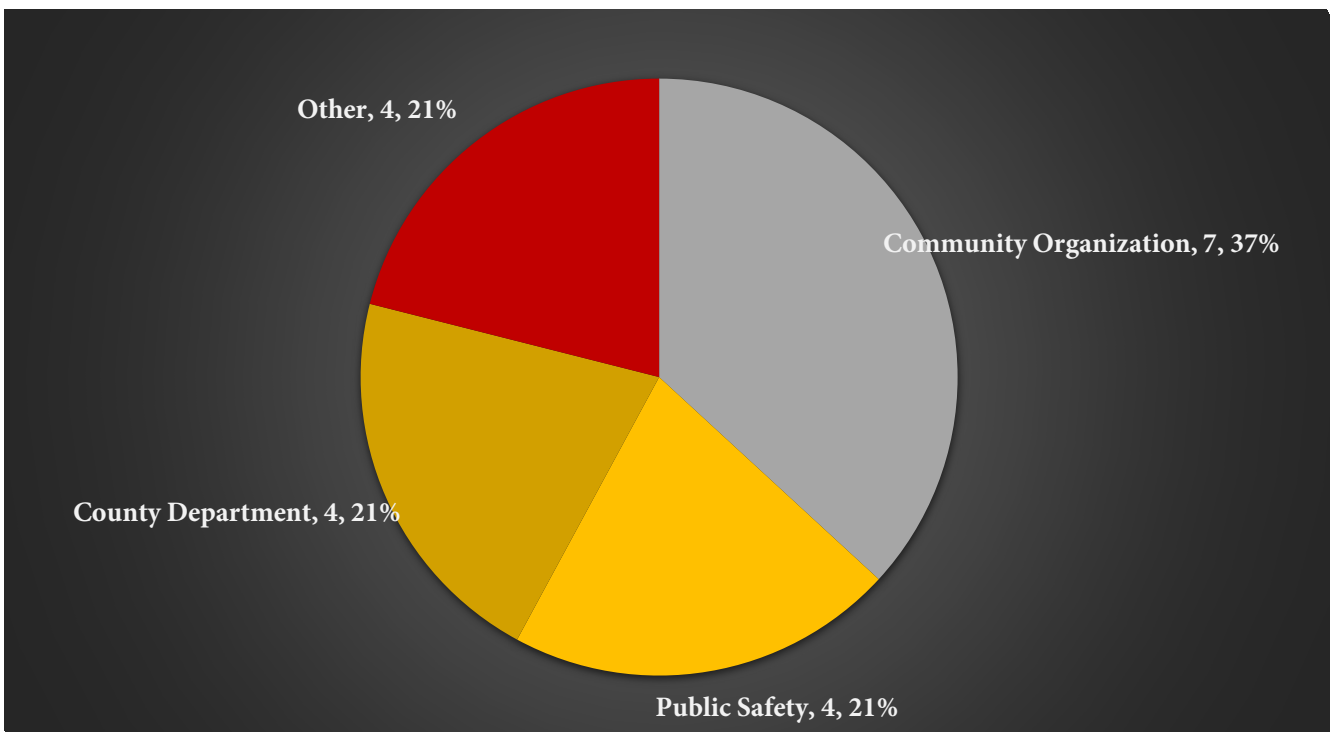

Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the ACFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Arlington County Fire Department (in priority order)

1. **Timely/quick response:** To respond in a timely manner to emergencies; Timely response to calls; Quickly respond to medical calls; Continue to respond in a timely way to emergency; To be there as soon as possible to handle fire/emergency situation; Timely response to calls; Meet the fire department response times.; Continued response to Falls Church in timely manner. (36)

2. **Community outreach/interaction/partnership/communication**: To engage with citizens in a manner that is acceptable - answer questions and concerns.; Explain what they're doing – willingness to educate the community; meet neighbors.; Supporting Falls Church in community relations.; Community outreach/community engagement.; Transparency and a willingness to talk to the public.; Communicate needs, priorities, and issues effectively with the public.; Provide feedback about the onsite situation.; That it will partner with the community to solve issues when fire department priorities and community priorities conflict. (30)

3. **Facilities**: Safe rooms with access no longer available or known.; Welcoming to community personnel as facilities paid by taxes.; Access to meeting rooms. (12)

4. **Medical response**: Help with medical emergencies (EMT)(triage).; That medical response saves lives, and medical response team have training and equipment to do the job.; Alternative treatment modalities for patients. (11)

5. Public safety/serve the needs of the community.; Protect public safety. (10)

6. Firefighters wellbeing/mental health.; Wellness and health and behavioral health support for all staff. (8)

7. Equipment should be well-maintained and up-to-date; Equipment works! (7)

8. Fire prevention; Fire prevention measures. (7)

9. Following Arlington's values, policies, master plans. (5)

10. That fire response and hazardous materials response saves lives and property. (5)

11. Put out fires. (5)

12. Life safety. (5)

13. Firefighters should be well-trained, courteous, respectful, and professional. (5)

14. A firefighter should be well-trained, kind, considerate, with no prejudice. (5)

15. To promptly address emergency calls without unnecessary/excessive show of force. (5)

16. Data-informed decision-making. (5)

17. Take into account outcomes and efficiencies. (4)

18. Put people first (first responders/employees). (4)

19. Continue to treat everyone with respect. (4)

20. A firefighter should have a great deal of knowledge of mental illness, foresight, and a willingness to aid due to current economic situations. (4)

21. Clean and efficient fleet and professionalism of fire department personnel. (4)

22. Property safety. (4)

23. Fire training academy (FTA) should make clear expectations around equity and inclusion and trained in active bystander (anti-bullying). (4)

24. Code enforcement. (3)

25. Be well-trained and professional. (3)

26. Leadership needs to be diverse and represent the community. (3)

27. The fire personnel are aware of community resources that can help them do their jobs well. (3)

28. Prudent use of funding without excess or waste. (3)
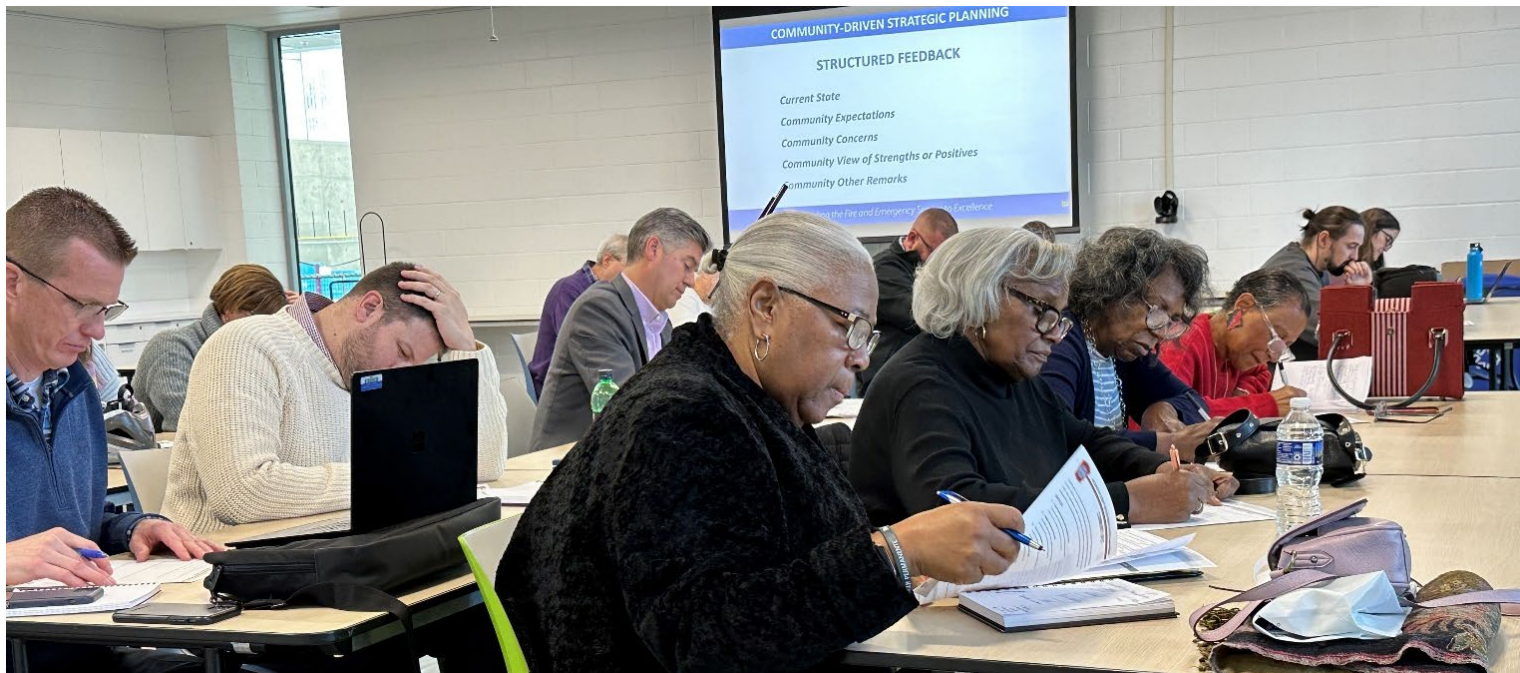
Community Stakeholders Work Session

Areas of Community Concern about the Arlington County Fire Department (verbatim, in priority order)

1. **Inter-personal Interaction/Behavior**: How do firefighters engage with each other...; Do they get along with each other? Basically, are they supportive of each other and their supervisors.; Culture of firefighters' behavior.; Women firefighters are treated with the respect they deserve as professionals.; Bullying, harassment, assaults within the department. (25)

2. **Staffing, Recruitment, and Retention**: Ability to recruit and retain firefighters; Retention; Need to improve civilian admin/HR support in order to accomplish #1 (ability to recruit and retain firefighters); Diverse recruiting with success through academy to probation.; Personnel.; That personnel are representative of community; well-paid and stay on job for a long time. (25)

3. **Health and Wellness**: Trauma-informed recovery from incidents.; Health and safety of fire department personnel.; Firefighters' wellbeing/mental health – burnout, vicarious trauma. (14)

4. **Pay**; Ability to afford to live in the county; Lack of not being able to live in the community they work in (12)

5. **Physical Resources**: Equipment and facilities; Heavy equipment/too many tools to keep track of.; Properly equipped. (10)

6. **Training** – do firefighters receive sufficient and regular training; Properly trained; What type of training do they receive regarding different sexes, ethnic groups, etc. (11)

7. **Community Interaction/Communication**: That people have good ways to connect to fire stations and personnel efficiently (websites, especially phone numbers, etc.); Community given an avenue to share their feedback.; Lack of transparency and unwillingness to talk to personnel of the public who have concerns. (11)

8. **Funding** – are stations well maintained and first responders well paid.; County board always adequately funds our department.; Potentially over-funded. (11)

9. **Growth**: City expected to grow by approximately 25% within the next five years, to include residential, adult care facilities, hotel offices.; Additional staffing in city with growth expectations to include engine/ambulance (ALS) west end. (9)

10. That personnel response to non-emergency calls puts too many resources at the scene (i.e., helping with smoke detectors) (5)

11. Response time. (5)

12. Hacking of public safety networks/altering of comms/tools used in public safety. (5)

13. ACFD has been a consistent barrier to Arlington's efforts to make streets safer by 1) purchasing bigger equipment and 2) insisting on wide streets. This position has made it harder for Arlington to meet our safety and sustainability goals, and seems more rigid than other jurisdictions. (5)

14. Potential impediment to accommodate community pedestrian-only areas (formerly main streets). (5)

15. That it is focusing primarily on fire department needs outside the context of overall community needs. (5)

16. How do you balance fire safety with other safety needs of the community? For example, if fire code requirements conflict with other community-desired safety needs (pedestrian, traffic, etc.), is the fire department working to help solve the problem or is it imposing its will. (4)

17. No longer used as polling sites, safety concerns. (4)

18. Lack of senior volunteers who may love to work with them in any capacity. (4)

19. Lack of ubiquitous communication tools (anywhere/anytime). Underground/above ground/inside building with secure rooms. (3)

20. Lack of outcome-oriented performance measures and strategic metrics. (3)

21. Department knows how to respond to a three-alarm fire. Does the department know how to respond to three-alarm fire in relationships? (3)

22. How are concerns addressed when there are issues. (3)

ARLINGTON COUNTY FIRE DEPARTMENT

Positive Community Comments about the Arlington County Fire Department (verbatim, in no order)

- Chief is approachable and willing to listen to concerns.

- Command staff professionalism.

- Clean well-maintained apparatus.

- Willingness to change and adapt.

- Partnerships in the region.

- Community engagement.

- They know what they're doing.

- Maintain equipment well.

- Professional.

- Training.

- Facilities.

- Apparatus.

- Dedication to their career and community.

- Robust training.

- Strong relationships with regional partners.

- Attitude.

- Presence.

- Approachability.

- Executive leadership by Chief Povlitz +

- Dealing with historic environmental issues +

- Timely – appears to be energetic and positive.

- Willing to help their communities in any and all capacities.

- Known as the most trusted within public safety.

- Adaptability to technology.

- Openness to do things differently and use new innovative tools.

- Community outreach/community engagement/social media.

- Approachability – have had positive interactions with ACFD.

- Camp Heat.

- We finally have a chief that supports and promotes diversity and inclusion. The culture is beginning to change positively.

- Friendly officers.

- Good working relationship with Cherrydale Volunteer Fire Department.

- Strong list of values.

- Younger personnel embracing vulnerability and care for self and others under trauma conditions.

- Department willingness to adapt to changes in community – pandemic, need to disrupt is our culture.

- Medical response teams are effective.

- Fire and hazardous materials response is effective.

- Non-emergency response addresses the needs of community – smoke detectors, falls, seniors, etc.

- The local fire units work hard to be positive personnel of the community they are in.

- Responsive

- Customer services and community-focused.

- Plan for future, strategic.

- Extremely friendly presence in neighborhood.

- Responsiveness and readiness.

Other Community Comments about the Arlington County Fire Department (verbatim, in no order)

- I am not aware of the fire and incident prevention efforts. If there are any, it's not well-publicized/effective. I am concerned about the lack of <u>younger</u> people in this session. I doubt anyone here is younger than 40.

- Department should meet with community groups on a regular basis.

- I had a bad non-emergency response a year ago – wanted to reach fire station near my home (East Falls Church) and was confused by relationship of FCVFD and ACFD, and phone numbers not correct or not published.

- Earlier remark context: I have been informed my recommendation to discuss potentially closing off street (Wilson Blvd) as pedestrian-only with pop-up markets is a hard 'no' as it's considered a vital fire artery, yet Fairfax Avenue is a parallel street. If Wilson did not exist, could we not function?

Things the Community Feels the Arlington County Fire Department Should Change

(verbatim, in no order)

- Culture; Culture and belonging – impact on BIPOC, LGBTQ+

- Better pay for their personnel.

- Better civilian staff support.

- Being more welcoming to the community.

- Hazing/bullying.

- Adopt a Vision Zero approach to street safety – recognize ACFD's contribution to dangers on Arlington's streets.

- More efficient response to non-life-saving activities.

- Legitimate willingness to accommodate and adjust to community/economic needs to shut down streets to create permanent walkable, pedestrian areas (Ballston).

Things the Community Feels the Arlington County Fire Department Should NOT Change

(verbatim, in no order)

- Fire department providing both EMS and fire department services.

- How well they perform.

- Employee caring, recruitment.

- Dedication to fire service and community.

- Being visible in the community.

- Their reliability.

- Community outreach.

- Fire response time.

- Fire response; medical response time and skill.

- Preparedness/readiness to respond.

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Arlington County Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the ACFD. The results were as follows:
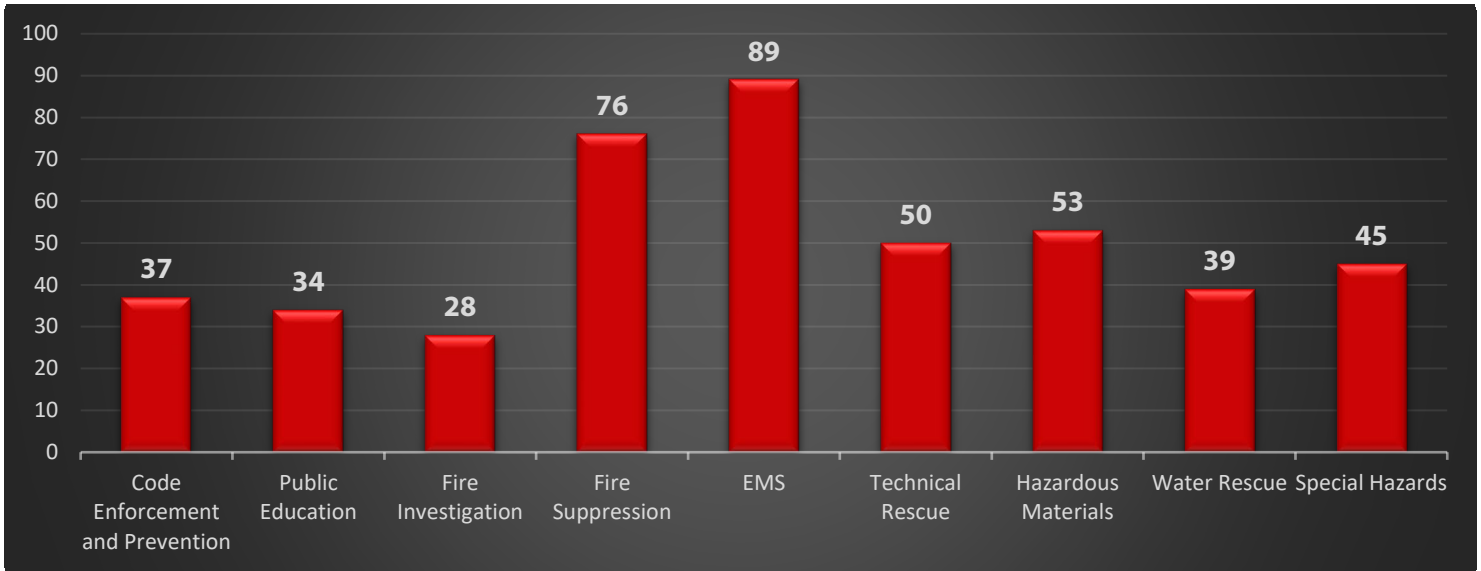
Community Stakeholders Work Session

B.   Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the ACFD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR: where personnel consider the organization's current **s**trengths, **o**pportunities, future **a**spirations, and strategic **r**esults to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

The department's size fosters a close relationship with our people.	With limited resources or bad programs, we get the job done.
We have good relationships with other departments within Arlington County.	The department has a solid resource for mental and physical health.
We outfit our firefighters with high-quality PPE and apparatus.	The department is progressive with technology and global issues, given our size and resources.
We have an active OMD and innovative EMS protocols.	The department maintains strong regional relationships.
Our department size allows for organizational agility.	The special event process is strong.
We provide quality customer service to the community.	The department uses collective bargaining.
We're small but cast a large shadow.	The community served is engaged.
Based on our size, we are able to innovate in a changing fire service. This enhances our ability to collaborate with other departments in our region.	Personnel are well-trained and educated.
	The personnel as a whole enjoy the job.
We have many self-motivated and passionate personnel who push that innovation forward.	We are looking outward and tactically forward-thinking (tip of the spear).
We provide many opportunities for personnel to be involved and showcase their talents.	High number of unique opportunities outside of fire/EMS response.
The size of our department allows our personnel to be part of this change. Many opportunities to participate, have a voice, and be involved.	Our people still care to be better, to innovate, and progress.
	Department excels when the environment fosters collaborative thought, initiative, and follow-through.

Opportunities

Set clear and transparent expectations and equitable application of policies.	Identify opportunities in recruit and probationary training for mentorship to improve retention.
Create a community outreach division with an external personnel component.	Build a process (360) to foster accountability and transparency to promote personal development/growth.
Clear communication of changes being made and objective explanations of the results of the decision to continue or discontinue the course of action.	Restructure and analyze the appraisal process to provide a clear understanding of the relevance of the professional development needs.
Re-evaluate FTEs to determine if an increase in non-operational staff positions is needed.	Create retention briefings and apply them throughout the employment process.
Refine recruit training at the FTA level to focus on the fundamentals of operational firefighting.	Prioritize operational staffing by changing recruitment and academy practices.
Create and/or promote (what we already have) better infrastructure, use of capital improvements to bring interest to internal operations (reduce the need to outsource).	Utilize strategic planning practices/models to tackle other topics.

Aspirations

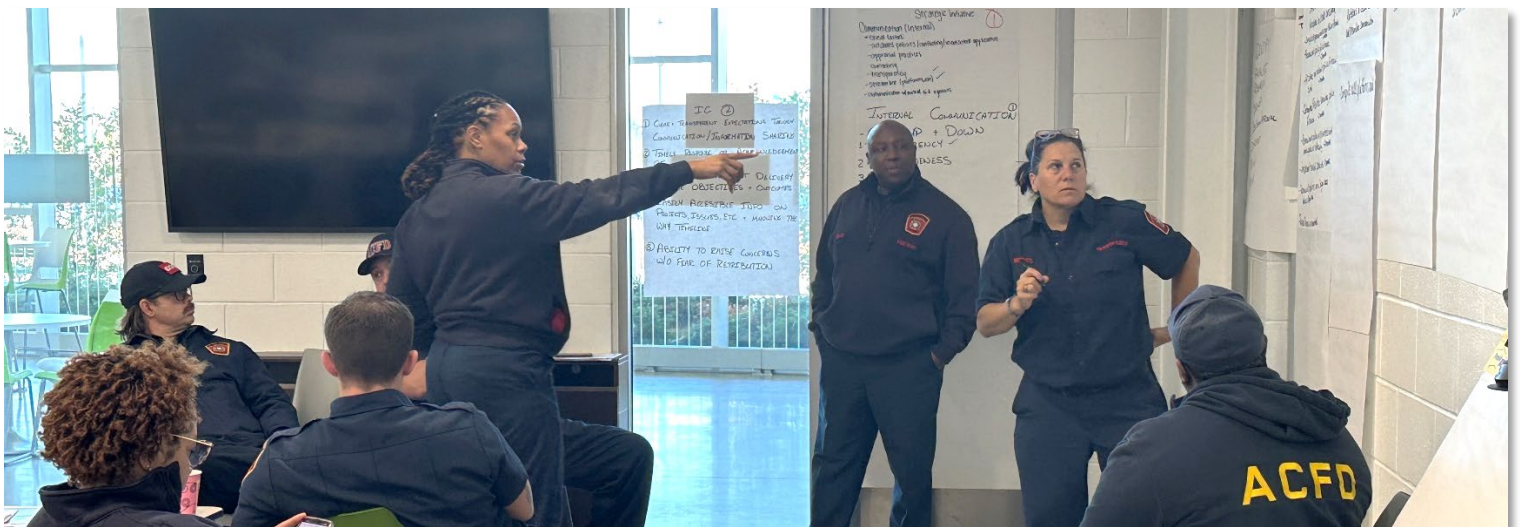|	
Ensuring our recruitment efforts are reaching and accommodating all demographics.	Develop a professional development system at all levels that is employee goal-focused.
We aspire to set the standard with our neighboring jurisdictions/mutual aid partners.	Policies and procedures are evaluated and updated in a timely manner.
Create and maintain organizational awareness that allows change timely.	Create an environment of positive morale and a healthy culture.
Prioritize civilian staff and resources needed to perform.	Streamline processes to smartly utilize technologies.
We aspire for results from workgroups, projects, and leadership. These results should have clear metrics to convey desired outcomes.	Create an appraisal process with clear objective standards that are continually updated based on professional development needs.
Maintain and develop healthy traditions.	Serve the community to the highest level of skill and care.
To become an equity, diversity, and inclusion-driven organization.	Comprehensive training / professional development that remains consistent.
Have a fire department with a high retention rate with a highly experienced workforce.	

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Arlington County Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Arlington County Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

GROUP 1	GROUP 2	*INITIATIVE LINK*
Communication (Internal) o Outdated policies/conflicting/inconsistent application o Appraisal practices o Counseling o Transparency o Streamline (platforms, etc.) o Communication with mutual aid agencies	Internal Communication o Clear and transparent expectations through communication/information sharing o Timely response or acknowledgment o Clear and consistent delivery o Clear objectives and outcomes o Easily accessible info on projects, issues, etc., and knowing the 'why' timeline o Ability to raise concerns without fear of retribution	*Internal Communication*
Health and Wellness o Physical/mental health o Call-related trauma o Lack of sleep o Number of work hours o Burnout o Departmental support for current mental health programs	N/A	*Health and Wellness*
Training o Training records o Standardization/consistency o Facilities -> capital improvement/growth management o Ride assignment standards/metrics o Professional development o Evaluate the scope of training for initial/different points in career	Training o Back to the basics o Properly developed, funded, and supported professional development plan o Accurate and consistent recordkeeping o Foundation on community-based risk analysis	*Training*

CPSE Center for Public Safety Excellence®

GROUP 1	GROUP 2	*INITIATIVE LINK*

Human Resources
  o Recruitment and retention
  o Evaluation staffing
  o Staffing for community engagement
  o Appraisal practices
  o Mentorship
  o Succession planning
	Workforce Management
	  o Recruitment
	  o Retention
	  o Promotional process
	  o Professional development
	  o Health and wellness of personnel
	  o Clear and identifiable processes
	  o Benefits
	  o Capitalize on talents in the department
	  o Formalizing personnel succession plan
	  o Professional development of civilians
		Workforce Management

Community Engagement
  o Ability to reach non-English speakers (translation services/multi-lingual personnel)
  o Ineffective delivery platforms
  o Only go where invited (reactive-> not proactive)
  o Personnel/staffing for community engagement
  o Education – different treatment modalities/proper use of 911
  o Dignity and respect
	Community Engagement
	  o Sensible, usable, and correct communication via websites
	  o Re-evaluate and create an effective community engagement division with the right tools
	  o Piggyback on successful community engagement groups (ACPD)
		Community Engagement

Resource Deployment
  o Communication with mutual aid agencies
  o EMS delivery model
  o Apparatus location
  o Firehouse location
  o Department and community growth
  o Infrastructure
	N/A	*Resource Deployment*

Agency Stakeholders Work Session

Strategic Initiatives

Based on all previously captured information and determined critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Internal Communications **Workforce Management** **Community Engagement**

Training **Health and Wellness** **Resource Deployment** **Accreditation**

Agency Stakeholders Work Sessions

2024-2029 STRATEGIC PLAN