Loudoun County Combined Fire and Rescue System

Virginia

2022 – 2027
Strategic Work Plan

September 2022

Contents

SECTION I:
Process Overview & Acknowledgments

STRATEGIC WORK SESSION

Process Overview

"Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan." — Tom Landry, Hall of Fame football coach

As the quote above suggests, having goals in and of themselves does not accomplish anything. A plan -- complete with goals, timelines, assignments, and incremental steps which can be measured -- creates a roadmap for an organization to follow. Change starts with a plan. For any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, has the best chance to meet the needs of its community and achieve its vision. This planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

The strategic implementation planning process results in a three-to-five-year work plan intended to guide the work effort of the entire organization toward a common set of goals and objectives. The process includes representation from key organizational stakeholders. Each person in the department should feel that their interests are represented by someone in attendance on the planning team.

During the planning work session, the team went over the agency's mission, vision, and values. The planning team then collectively identifies the top issues for each major area of the recommendations. Once compiled, the planning team identifies broad themes. These themes form the strategic initiatives of the strategic implementation plan.

After the strategic initiatives are created, the planning team is broken into small groups to develop goals that, if successfully completed, accomplish the strategic initiatives. The smaller groups facilitate deeper conversation, brainstorming, and discussion than larger groups allow. However, each small group reports to the full planning team to "cross-pollinate" ideas and concepts. This also creates buy-in from the larger team. Once the goals have been identified, the small groups are mixed to avoid groupthink and begin developing measurable objectives for each goal. Again, these are reported to the full planning team for refinement. The small groups are also asked to create an "outcome statement," which describes the intended outcome for the objective. The outcome statement may be a performance metric (e.g., Risk reduction outcomes for elderly preventable falls will improve by 20% over 2021 outcomes) or a simple outcome (e.g., A guidance document will exist that assists department personnel in tracking the progress of strategic initiatives in the department).

Once the initiatives, goals, objectives, critical tasks, and outcomes have been identified, timelines are established. ESCI will facilitate the assignment of timelines, ensuring a relatively balanced workload over the life of the plan. ESCI will then compile the results of the two-day work session and provide a draft for the department to review. After any necessary revisions, the report will be finalized, printed, and provided to the agency for adoption and implementation.

Customer-Centered Strategic Planning Process

ESCI's Customer-Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs and numerous other national, regional, and state fire service agencies and associations, as well as hundreds of local fire departments across the United States and Canada. The CCSPP has proven very effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer fire departments and everything in between. This process was utilized in the development of the Loudoun County Combined Fire and Rescue System (LC-CFRS) strategic planning framework and will include, but not necessarily be limited to:

- Review organizational background
- Define services provided to the community
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Establish the organization's guiding principles
- Identify gaps in performance
- Establish the organization's strategic initiatives (mission-specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

ACKNOWLEDGMENTS

…and the rest of the employees and volunteers of the Loudoun County Combined Fire and Rescue System who selflessly serve their citizens and visitors with compassion and professionalism.

MESSAGE FROM THE SYSTEM CHIEF

The primary purpose of strategic planning is to connect an organization's mission and vision by addressing these three questions:

What is our purpose? | The Mission
What do we want to achieve? | The Vision
How are we going to get there? | The Plan

For any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, will have the best chance of meeting the needs of the community and achieving its goals.

In June 2015, the Board of Supervisors endorsed the original Loudoun County Combined Fire and Rescue System (LC-CFRS) Strategic Plan. This plan and its subsequent updates served as "our plan" to further the advancement of the LC-CFRS. It challenged us as system members to look critically at paradigms, values, philosophies, beliefs, and desires. Furthermore, it inspired us as individuals to work together in the best interest of our System and the County. If you review the 2015 Strategic Plan to include its Strategic Initiatives, Goals, and Objectives, you will find that we have much to be proud of, having accomplished many of the items contained within that plan.
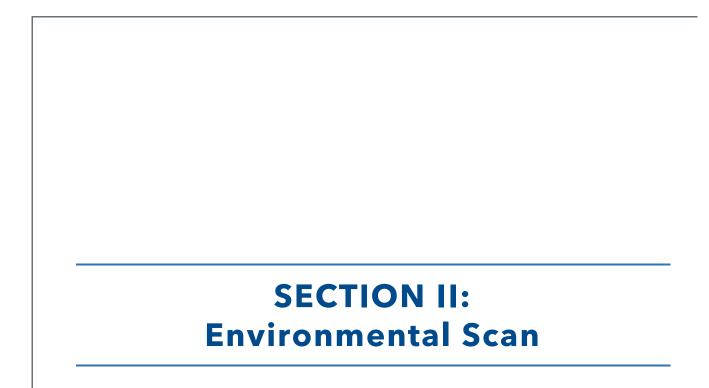
It is now time to retire that 2015 Strategic Plan and embark with a new plan in hand, one that will continue to serve our System and its members. Beginning in April 2022, over 40 members of the LC-CFRS came together to start the process of formulating the 2022 Strategic Plan. This process provided an opportunity for our system leadership and members at various ranks and positions the opportunity to have a voice in the development of the organization's long-term direction and focus.

At the end of the planning session, four initiatives were established for the system. These initiatives with supporting goals and objectives include the areas of Finance and Administration, Logistics, Operations & Safety, and Planning. These new initiatives, goals, and objectives will serve as our System priorities for the next four to five years. This does not mean that individual volunteer corporations, divisions, sections, and stations cannot have additional goals and objectives; this System-wide plan simply provides a pathway to continue to move our System forward.

In closing, it is paramount to have system members understand the direction of the organization and, further, to implement the plan effectively and efficiently. Every member of the Loudoun County Combined Fire and Rescue System is responsible for understanding the strategic plan, internalizing the mission, vision, values, goals, and objectives of it, and helping the organization achieve it, whether a part of the various teams or not.

Keith Johnson, System Chief
Loudoun County Combined Fire and Rescue System

SECTION II:
Environmental Scan

INTERNAL STAKEHOLDER FEEDBACK

The Loudoun County Combined Fire and Rescue System (LC-CFRS) Strategic Work Session Team actively solicited suggestions and recommendations for both attendees and for critical areas on which to work. Executive Committee and System Governance sub-committee members were tasked with asking their respective constituencies to select diverse stakeholders from various backgrounds, positions, and ranks to represent them in the strategic planning process and at the meeting. An emphasis was placed on volunteer and career members who are emerging leaders within the Loudoun County Combined Fire and Rescue System. Prior to the work session, a working list of identified critical areas of focus was compiled. Combined system input on critical work areas was solicited ahead of time through career and volunteer leadership. A working list of 12 categories with 29 identified focus areas was compiled from the input received.

While every stakeholder came to the work session with their own priorities and desired outcomes based on their interests and who they represented, a spirit of openness and support for the success of the system was apparent. System members collaborated to narrow down the goals and objectives to a workable list that will be assigned to personnel. There was a spirit of congeniality and respect within the room, which lent itself to an environment for open and honest discussion with the ultimate goal of helping continue to move the fire and rescue system forward.

Thank you to all stakeholders for their input and their willingness to spend Friday night and Saturday with colleagues working towards the goal of creating a better-combined system.

SECTION III:
STRATEGIC PLANNING WORK SESSION

MISSION AND VISION STATEMENT

The LC-CFRS previously adopted a mission and vision statement for the system. The Strategic Planning Team endorsed these statements at the system-wide retreat in December 2014 upon the development of the 2015 Strategic Plan. Attributes include Teamwork, Integrity, Excellence, Professionalism, and Service. The LC-CFRS Leadership and Strategic Planning Team endorsed the preexisting mission and vision statements as part of the 2022 strategic planning work session.

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses LC-CFRS members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and based on feedback from the citizen forum, reviewed and revised the system's mission statement.

It is the mission of the combined fire and rescue system of Loudoun County to provide residents, business, and visitors with efficient and cost-effective fire protection, rescue, and emergency medical services.

The system also responds to and mitigates hazardous materials and related life safety and property-threatening incidents, utilizing state-of-the-art equipment and a staff of highly trained volunteer and career personnel located in strategically placed facilities 24 hours a day, seven days a week.

Vision

The vision of an organization will clearly define and establish what it is they want to become. It becomes a target and guiding beacon as the strategic plan and initiatives are completed. At the conclusion of the plan, the adopted vision should be a reality and an accurate portrayal of the LC-CFRS. The LC-CFRS developed the following vision statement:

Our Vision:
An innovative organization that consistently exceeds the expectations of the public we serve.
A model-integrated combination system from which other agencies seek insight and guidance.
An organization that is committed to the safety and professional development of our members.
An inclusive organization that reflects our community.

SECTION IV:
SWOT Analysis

LC-CFRS SWOT ANALYSIS

To properly formulate strategic initiatives, the Loudoun County Combined Fire and Rescue System planning team had to analyze the system's strengths, weaknesses, opportunities, and threats (SWOT), which is the first step in identifying actionable strategies for the future. During the first night of the planning meeting, members of the planning team collectively listed SWOT topics. These topics were documented and displayed. Then, team members were given five votes per category (strength, weaknesses, opportunities, and threats) to determine their top five SWOT topics. Votes were tallied, and the top five topics from each category are listed below. A complete list can be found in Appendix A.

Strengths

The identification of organizational strengths is the first step in the SWOT analysis. An organization's strengths identify its capability to provide the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The planning team identified these core Loudoun County Combined Fire and Rescue System strengths:

- Health and Wellness
- Support from County Administration and Board of Supervisors
- Secure Financial Standing (money)
- Equipment and Apparatus
- Career and Volunteer Combined System

Weaknesses

Organizational weaknesses, or lack of performance, are also important elements of the SWOT analysis. To move forward, the organization must honestly identify the issues that have barriers to success in the past. Weak areas needing improvement are not the same as challenges but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the Loudoun County Combined Fire and Rescue System planning team, are typically issues that are at the heart of the agency's problems. The Loudoun County Combined Fire and Rescue System planning team identified these core System weaknesses:

- Retention
- Recruitment
- Negativity
- Data
- Lack of an EMS culture

Opportunities

An organization's growth and threats are generally derived from the external environment. Opportunities are focused on existing circumstances and on expanding and developing new possibilities inside and beyond the traditional service area. The Loudoun County Combined Fire and Rescue System planning team identified these core System opportunities:

- Professional Development
- Diversity
- Better Utilization of Existing Talent and Skills
- Development of Benefits Package to Attract Talent
- Streamline Business Practices

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The Loudoun County Combined Fire and Rescue System planning team identified these core threats:

- Work/Life Balance
- Lack of Succession/Retirement Planning
- Resistance to Change
- Volunteer Staffing Threats
- Loss of ALS Providers

SECTION V:
Strategic Work Plan

DEFINITION OF TERMS

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, Outcomes, or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

- *Initiative*: The largest overarching element of a strategic plan, an initiative is a broad enterprise where the department may have multiple areas of focus.
- *Goal*: A smaller component of and subordinate to an initiative, a goal is focused on one area but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will have been achieved.
- *Objective*: A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.
- *Critical task*: The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.
- *Outcome Statement*: The description of the desired result of a goal or objective once accomplished.
- *Performance Metric:* The description of measurable improvement of an objective once accomplished.

The Strategic Work Session Planning Team and ESCI worked to develop four initiatives to focus this strategic plan to obtainable results. In the development of these initiatives, ESCI was able to then break them into four Annual Operational Plans that assist the department in staying on task during the years stated within the plan.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives was identified in a two-day planning work session facilitated by ESCI with the internal planning team.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: 1 year, 2 years, 3 years, and 4-5 years. These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team responsible for coordinating the effort to implement that objective.

Initiative 1 – Finance and Administration
This initiative addresses the financial and administrative aspects of the strategic plan. These goals are designed to support System operations with administrative issues as well as tracking and processing system expenses.

Goal Manager:	

Goal: 1A	**Establish and implement a formal process for updating, revising, and assigning ownership of all current policies.**

<table>
<tr><td rowspan="11" style="writing-mode:vertical">Objectives</td><td colspan="2">1. Determine and assign policy categories: Ops, Admin, Finance, Training, etc.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">2. Complete an initial review of all policies to determine their lifespan (e.g., 1yr, 3yr, until further notice, retiring gaps).</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">3. Review and identify Fire Rescue Guidelines (FRGs) for conversion and update and place in appropriate manuals.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">4. Identify and engage relevant stakeholders in the policy evaluation process.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">5. Monitor and evaluate the ongoing process for effectiveness and accuracy.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
</table>

Goal: 1B	**Evaluate the impact of collective bargaining on the combined system and current governance structure.**

<table>
<tr><td rowspan="11" style="writing-mode:vertical">Objectives</td><td colspan="2">1. Submit a petition to be formally recognized and represented.</td></tr>
<tr><td>Responsible: Local Union</td><td>Timeline: 1 year</td></tr>
<tr><td colspan="2">2. Obtain formal recognition of the bargaining unit.</td></tr>
<tr><td>Responsible: Loudoun County</td><td>Timeline: 1 year</td></tr>
<tr><td colspan="2">3. Establish and approve a collective bargaining agreement.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 1 year</td></tr>
<tr><td colspan="2">4. Disseminate collective bargaining information and educational elements to the system.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 1 year</td></tr>
<tr><td colspan="2">5. Establish policies and procedures that maintain a labor-management open line of communications.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 1 year</td></tr>
</table>

Goal: 1C	Develop a comprehensive human capital data collection process.	
Objectives	1. *Utilize appropriate data collection tools and define the appropriate/necessary human capital data set.*	
	Responsible:	Timeline: 4-5 years
	2. *Determine proper methods to collect data and establish timelines and methodology to revisit and evaluate data in a timely manner.*	
	Responsible:	Timeline: 4-5 years
	3. *Refine and finalize collected data, conduct analysis, and establish displays and dashboards.*	
	Responsible:	Timeline: 4-5 years
Goal: 1D	Develop an LC-CFRS technology roadmap that optimizes programs/applications, hardware replacement, and user experience.	
Objectives	1. *Identify and define data interactions and integrations with other systems.*	
	Responsible:	Timeline: 1 year
	2. *Identify and engage stakeholders for the selection, implementation, and refinement of applications and hardware.*	
	Responsible:	Timeline: 1 year
	3. *Define current technology capabilities and limitations.*	
	Responsible:	Timeline: 1 year
	4. *Define and prioritize additional capabilities that are required.*	
	Responsible:	Timeline: 1 year
Goal: 1E	Develop data dashboards and story maps.	
Objectives	1. *Identify current efforts and technology being utilized that require dashboards and story maps.*	
	Responsible:	Timeline: 1 year
	2. *Identify dashboard and story map deficiencies and gaps.*	
	Responsible:	Timeline: 1 year
	3. *Develop dashboards and story maps to display performance and address identified deficiencies and gaps.*	
	Responsible:	Timeline: 1 year

Goal: 1F	**Evaluate and procure an incident reporting platform that enhances records management capabilities, including the ability to input NFIRS and ePCR data.**

Objectives	1. Identify existing records management data collection applications and their interactions with other systems.	
	Responsible:	Timeline: 4-5 years
	2. Identify and engage stakeholders for the selection, implementation, and refinement of records management systems.	
	Responsible:	Timeline: 4-5 years
	3. Define the current records management system's capabilities and limitations.	
	Responsible:	Timeline: 4-5 years
	4. Define and prioritize additional capabilities that are required.	
	Responsible:	Timeline: 4-5 years

Goal: 1G	**Establish an integrated data collection tool for all System members' certification and training records.**

Objectives	1. Define data to be collected based on members' roles and functions.	
	Responsible:	Timeline: 2 years
	2. Identify the current method of certification and training record collection.	
	Responsible:	Timeline: 2 years
	3. Define user access and accountability elements and identify gaps.	
	Responsible:	Timeline: 2 years

Goal: 1H	**Determine the effectiveness of the current LOSAP technology and evaluate if any changes are necessary.**

Objectives	1. Define data to be collected based on members' roles and functions.	
	Responsible:	Timeline: 2 years
	2. Identify the current method of LOSAP data collection strengths and weaknesses.	
	Responsible:	Timeline: 2 years
	3. Define user access and accountability elements and identify gaps.	
	Responsible:	Timeline: 2 years

Goal: 1I	Develop and implement a comprehensive System-wide personnel management program.

Objectives		
	1. Develop an interim solution to capture and report on critical volunteer data.	
	Responsible:	Timeline: 90 days (critical task)
	2. Define required critical data points.	
	Responsible:	Timeline: 4-5 years
	3. Define critical reporting outputs/displays.	
	Responsible:	Timeline: 4-5 years
	4. Define the user interface requirements.	
	Responsible:	Timeline: 4-5 years
	5. Develop and complete an implementation plan.	
	Responsible:	Timeline: 4-5 years

Goal: 1J	Decommission the current Alpine program

Objectives		
	1. Establish Alpine decommissioning criteria and elements.	
	Responsible:	Timeline: 1 year
	2. Prioritize modules to be decommissioned with associated time frames.	
	Responsible:	Timeline: 1 year
	3. Implement interim user interface improvements.	
	Responsible:	Timeline: 1 year
	4. Decommission Alpine software and replace it with identified solutions.	
	Responsible:	Timeline: 1 year

Desired Outcomes
- The LC-CFRS policy management plan has been established to guarantee system policies and procedures are consistently up to date.
- Ratify a collective bargaining agreement that meets the needs of the system and its members.
- The LC-CFRS records management technologies have been implemented seamlessly to decommission the current Alpine program without any interruption to services/loss of data.

Initiative 2 – Logistics		
Logistics is designed to support System operations in their use of personnel, supplies, and equipment. These goals seek to perform technical activities required to maintain operational facilities and processes.		
Goal Manager:		
Goal: 2A	Evaluate fire and rescue facilities to determine if current designs will meet the needs of an increasingly diverse workforce and maintain health and safety standards.	
Objectives	1. Conduct a comprehensive user survey of LC-CFRS personnel.	
	Responsible:	Timeline: 4-5 years
	2. Conduct a site survey of all facilities.	
	Responsible:	Timeline: 4-5 years
	3. Establish criteria and design requirements for LC-CFRS facilities.	
	Responsible:	Timeline: 4-5 years
	4. Identify associated costs with design requirements and secure an adequate funding mechanism.	
	Responsible:	Timeline: 4-5 years
Goal: 2B	Fully implement and fund the PPE and EMS consolidation program to reduce the logistical and administrative burden on the volunteer system.	
Objectives	1. Obtain System buy-in for consolidated systems and determine participation.	
	Responsible:	Timeline: 4-5 years
	2. Identify associated costs for consolidated programs and identify adequate funding mechanisms.	
	Responsible:	Timeline: 4-5 years
	3. Develop a management plan (to include logistics).	
	Responsible:	Timeline: 4-5 years
	4. Determine human capital needs (full-time employees).	
	Responsible:	Timeline: 4-5 years
	5. Submit a budget enhancement request (approval-depend).	
	Responsible:	Timeline: 4-5 years
	6. Implement and continuously evaluate the consolidation program.	
	Responsible:	Timeline: 4/5 years

Desired Outcomes

- The LC-CFRS deployment plan is established to meet identified facility design requirements.

Initiative 3 – Operations/Safety
The Operations/Safety initiative coordinates and executes strategies and tactics to achieve response objectives. These goals are directed at managing operations that reduce immediate hazards and threats, save life and property, and establish situational control.

Goal Manager:

Goal: 3A	**Determine a comprehensive System-wide staffing plan that meets ongoing System needs.**	
Objectives	1. *Establish a group to evaluate current staffing needs (operations/administration) for the system.*	
	Responsible:	Timeline: 1 year
	2. *Establish a group to define System-wide staffing priorities.*	
	Responsible:	Timeline: 1 year
	3. *Identify associated costs with staffing needs and secure an adequate funding mechanism.*	
	Responsible:	Timeline: 1 year
	4. *Evaluate the use of existing staffing models to enhance service delivery.*	
	Responsible:	Timeline: 1 year
Goal: 3B	**Develop formalized command teams to increase staffing at incident command posts.**	
Objectives	1. *Define requirements for the deployment of command aids.*	
	Responsible:	Timeline: 2 years
	2. *Identify and establish the roles that must be filled through the integrative process.*	
	Responsible:	Timeline: 2 years
	3. *Create and implement command training modules for System members.*	
	Responsible:	Timeline: 2 years
	4. *Develop and deploy an emergency recall policy.*	
	Responsible:	Timeline: 2 years

Goal: 3C	Develop a strategic plan for the future of EMS delivery within the system.	
Objectives	*1. Formally define the roles and responsibilities of EMS providers.*	
	Responsible:	Timeline: 3 years
	2. Complete the implementation of ALS capabilities on LC-CFRS apparatus.	
	Responsible:	Timeline: 3 years
	3. Research industry best practices for EMS delivery and enhance ALS incentives.	
	Responsible:	Timeline: 3 years
Goal: 3D	Complete the development of a written plan for the EMS QA/QI program.	
Objectives	*1. Develop a deployment plan for the EMS QA/QI program.*	
	Responsible:	Timeline: 1 year
	2. Identify and engage stakeholders and System members to obtain input on the EMS QA/QI program.	
	Responsible:	Timeline: 1 year
	3. Implement and continuously evaluate the EMS QA/QI program.	
	Responsible:	Timeline: 1 year
Goal: 3E	Develop and implement a comprehensive cancer reduction plan.	
Objectives	*1. Identify and engage stakeholders to establish existing and potential control points.*	
	Responsible:	Timeline: 4-5 years
	2. Develop a divisionally integrated plan to affect the impact of cancer on the organization.	
	Responsible:	Timeline: 4-5 years
	3. Implement and continuously evaluate a cancer reduction deployment plan.	
	Responsible:	Timeline: 4-5 years

Goal: 3F	Develop a comprehensive plan to reduce accidents and injuries.	
Objectives	*1. Complete the update and integration of the current accident and injury reporting software.*	
	Responsible:	Timeline: 3 years
	2. Improve the accident and injury reporting process and comprehensiveness.	
	Responsible:	Timeline: 3 years
	3. Identify accident and injury reduction control points.	
	Responsible:	Timeline: 3 years
	4. Produce and implement a plan to affect the control points resulting in a reduction of accidents and injuries.	
	Responsible:	Timeline: 3 years
Goal: 3G	Establish a formalized QA/QI process for significant incidents.	
Objectives	*1. Evaluate the current QA/QI practice and identify gaps.*	
	Responsible:	Timeline: 2 years
	2. Define parameters to address identified gaps.	
	Responsible:	Timeline: 2 years
	3. Identify human capital needs and submit a budget enhancement request (FTE=app-depend).	
	Responsible:	Timeline: 2 years

Goal: 3H	Enhance the capabilities of Text-to-911 to Next Generation 911 (NG911).

Objective	1. Identify Next Generation 991 (NG911) program technology needs.		
	Responsible:		Timeline: 4-5 years
	2. Identify associated costs with program requirements and secure an adequate funding mechanism.		
	Responsible:		Timeline: 4-5 years
	3. Develop policies, procedures, and training to ensure personnel is well versed in new technologies and capabilities.		
	Responsible:		Timeline: 4-5 years
	4. Implement software, hardware, and training.		
	Responsible:		Timeline: 4-5 years
	5. Develop and roll out community outreach information.		
	Responsible:		Timeline: 4-5 years

Desired Outcomes
- The LC-CFRS further supports the health and wellness of System members by incorporating the cancer reduction plan and accident/injury reporting systems.
- Provide top tier, next level emergency communications and fire services to Loudoun County residents and visitors.
- Provide a better integration of care from the prehospital to the hospital environment by ensuring that appropriate treatments begin with EMS providers in the field.

Initiative 4 – Planning
The Planning initiatives are responsible for collecting, evaluating, and disseminating operational information pertaining to the system. These initiatives are designed to coordinate support activities for incident planning, evaluate the current situation, and forecast needs for additional personnel and equipment.

Goal Manager:	

Goal: 4A	Develop recruitment and retention strategies to stimulate inclusion and diversity.

<table>
<tr><td rowspan="11" style="writing-mode:vertical">Objectives</td><td colspan="2">1. Determine gaps in diversity by identifying underrepresented demographics within the system.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">2. Analyze current LC-CFRS recruiting strategies and industry best practices recruiting strategies to identify barriers to recruiting diverse top-tier talent.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">3. Develop recruitment processes that promote diversity within the system.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">4. Develop a marketing plan that promotes diversity within the system.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">5. Identify and deploy diversity and inclusion training for the system.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
</table>

Goal: 4B	Assess and redevelop recruitment and retention benefits.

<table>
<tr><td rowspan="4" style="writing-mode:vertical">Objectives</td><td colspan="2">1. Develop pathways for System members to pursue fire and rescue positions more easily within LC-CFRS.</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
<tr><td colspan="2">2. Assess and redevelop recruitment and retention benefits so there is a greater level of utilization (areas of opportunity include VFIS, expansion of the tuition reimbursement program, residential tax relief, and alternatives to the existing LOSAP).</td></tr>
<tr><td>Responsible:</td><td>Timeline: 3 years</td></tr>
</table>

Goal: 4C	Develop an ongoing System-wide officer training program that improves overall safety, operational effectiveness, and administrative aptitude.	
Objectives	1. Identify and engage stakeholders and System members to obtain input on the officer training program.	
	Responsible:	Timeline: 2 years
	2. Evaluate current officer training, including identifying deficiencies and gaps in addressing safety, operational effectiveness, and administrative aptitude.	
	Responsible:	Timeline: 2 years
	3. Develop human capital needs and submit a budget enhancement request.	
	Responsible:	Timeline: 2 years
	4. Implement and continuously evaluate the integrated officer training program.	
	Responsible:	Timeline: 2 years
Goal: 4D	Develop and implement new and refresher training to include programs and associated policies addressing routine and emerging threats System-wide (including Metrorail Emergencies, High Threat/Active Violence Incidents, High-Performance CPR, etc.).	
Objectives	1. Identify and evaluate routine and emerging regional threats to determine the scope of required training.	
	Responsible:	Timeline: 2 years
	2. Evaluate the current System-wide training programs and policies to identify gaps.	
	Responsible:	Timeline: 2 years
	3. Identify accountability elements for training programs and policies addressing routine and emerging threats.	
	Responsible:	Timeline: 2 years
	4. Implement and continuously evaluate System-wide standardized training and update policies.	
	Responsible:	Timeline: 2 years

Goal: 4E	Streamline the recertification and authorization process for EMS.	
Objectives	1. *Evaluate current EMS recertification and authorization procedures.*	
	Responsible:	Timeline: 3 years
	2. *Identify information technology needs to support tracking System-member status.*	
	Responsible:	Timeline: 3 years
	3. *Review and clarify the needs of different provider levels.*	
	Responsible:	Timeline: 3 years
	4. *Create and deploy a comprehensive recertification plan.*	
	Responsible:	Timeline: 3 years
Goal: 4F	Combine research and technology to optimize the fire investigative process.	
Objectives	1. *Assess current operational processes and capabilities.*	
	Responsible:	Timeline: 1 year
	2. *Survey available resources to identify gaps in the process and areas for optimization.*	
	Responsible:	Timeline: 1 year
	3. *Determine the opportunity to enhance the operational capabilities using evolving research and technologies.*	
	Responsible:	Timeline: 1 year
Goal:4G	Expand fire prevention, public education, and community risk reduction initiatives.	
Objectives	1. *Identify controllable community risk factors.*	
	Responsible:	Timeline: 2 years
	2. *Catalog existing education and risk reduction initiatives.*	
	Responsible:	Timeline: 2 years
	3. *Identify deficiencies and gaps in current fire prevention, public education, and community risk reduction initiatives.*	
	Responsible:	Timeline: 2 years
	4. *Prototype-modified community engagement measures.*	
	Responsible:	Timeline: 2 years
	5. *Test the effectiveness of prototypes and iterate.*	
	:	Timeline: 2 years

Desired Outcomes

- Incorporated inclusion and diversity efforts into its marketing, recruitment, and retention efforts.
- Offering recruitment and retention benefits that are comparable, if not better than, surrounding jurisdictions' offerings.
- Offering community risk reduction and education services that meet or exceed industry best practices.
- All LC-CFRS personnel who meet the requirements to promote into the next rank are prepared for and trained on leadership and supervisory qualities required.
- All LC-CFRS personnel trained on new and emerging threats in the County.

SECTION VI:
Implementation Methodology

IMPLEMENTATION METHODOLOGY

As stated by Chris Ahoy, Associate Vice President of Facilities Planning & Management at Iowa State University, "*The three major keys to successful strategic planning and implementation are commitment, credibility, and communication*." These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from Loudoun County Combined Fire and Rescue System members, keeping the strategic plan and its status front and center of the organization continuously, and measuring compliance for the established timelines. Where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is key to credibility for the plan's long-term success.

To the extent possible, the budget should align with strategic plan elements. The System Chief and administration must strive to allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.

Role of Task Teams

Each objective is assigned a name for a task team. The task teams currently exist in name only. They must be populated by capable members with an emphasis on those having the desire to achieve the objective or who have expertise or job assignments that align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the initiative manager where there are questions, identify the need for funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the initiative managers.

Role of Goal Managers

Each of the initiative managers must be assigned by the system to coordinate the initiative(s) they are given. The assignments are currently awaiting names to take responsibility for specific initiative management which will equally divide the work among administrative staff. Once assigned, the initiative managers must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the objectives within the initiative; identify funding needs in order to effectively and efficiently accomplish their assignments; maintain constant awareness of the status and progress of each task team under their charge; troubleshoot and help remove obstacles or barriers to the task teams as they perform their work; and regularly report on initiative status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

Role of Internal Planning Team & System Chief

The Executive Team and the System Chief are owners of the plan, establishing how often people meet, what they produce, and how they should report it. They are responsible for compiling the status of the individual initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the organization, and working with initiative managers and potentially task teams where obstacles have been identified that interfere with or jeopardize the accomplishment of an objective or delay its achievement beyond the timeline set within this plan.

The Executive Team and System Chief should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communicating is likely to reach the four corners of the organization and keep the plan top-of-mind for every member. The Executive Team is the natural champion of it. However, for the strategic plan to be truly successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Role of System Members

Every member of the Loudoun County Combined Fire and Rescue is responsible for understanding the strategic plan, internalizing the mission, vision, values, goals, and objectives of it, and helping the organization achieve it, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can be on the lookout for opportunities the various task teams may be able to take advantage of to achieve their objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to in the beginning.

It is also important to be reasonable in the expectations of the organization of the strategic plan. In some cases, it has taken years for some of the challenges the department faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, the resolution of some thorny issues requires more effort than is available to the department in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.
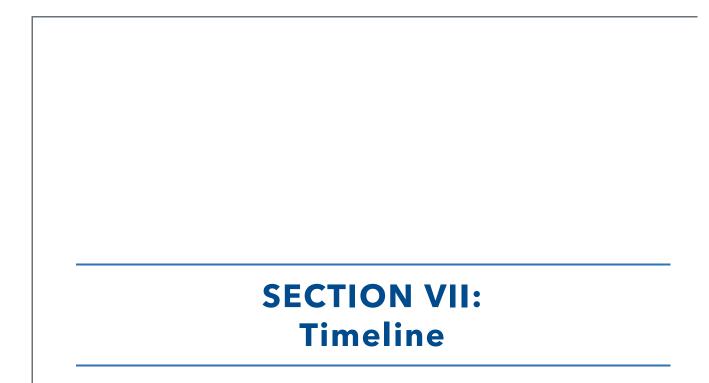
Communication Strategies and Mechanisms

The strategic plan must be communicated often and through many mechanisms. Numerous communication strategies must be discussed by the internal planning team. They include:

- Chief officers meet with all crews over the course of time to review the strategic plan.

- Incorporation of mission, vision, and values discussions within training sessions.

- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).

- Upload the strategic plan electronically to make it accessible to all personnel and post a hard copy of the plan at each station.

- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.

- The internal planning team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.

- Convene the internal planning team annually to update the plan and ensure accountability.

- System Chief reports to the appointing authority on status updates quarterly as a standing agenda item for the life of the plan (five years).

These strategies and mechanisms each have their advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for the other elements to be accomplished.

The Operation Plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the initiative managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the department. Whether this Operation Plan sheet, an internally developed spreadsheet, or other tracking device created by the department is used, the important takeaway is maintaining granular tracking at the task team level and the big picture system-wide.

SECTION VII:
Timeline

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
1I1	*Develop an interim solution to capture and report on critical volunteer data.*		🟥				
1B1	*Submit a petition to be formally recognized and represented.*			🟧			
1B2	*Obtain formal recognition of the bargaining unit.*			🟧			
1B3	*Establish and approve a collective bargaining agreement.*			🟧			
1B4	*Disseminate collective bargaining information and educational elements to the system.*			🟧			
1B5	*Establish policies and procedures that maintain a labor-management open line of communications.*			🟧			
1D1	*Identify and define data interactions and integrations with other systems.*			🟧			
1D2	*Identify and engage stakeholders for the selection, implementation, and refinement of applications and hardware.*			🟧			
1D3	*Define current technology capabilities and limitations.*			🟧			
1D4	*Define and prioritize additional capabilities that are required.*			🟧			
1E1	*Identify current efforts and technology being utilized that require dashboards and story maps.*			🟧			
1E2	*Identify dashboard and story map deficiencies and gaps.*			🟧			
1E3	*Develop dashboards and story maps to display performance and address identified deficiencies and gaps.*			🟧			
1J1	*Establish Alpine decommissioning criteria and elements.*			🟧			

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
1J2	*Prioritize modules to be decommissioned with associated time frames.*						
1J3	*Implement interim user interface improvements*						
1J4	*Decommission Alpine software and replace it with identified solutions.*						
3A1	*Establish a group to evaluate current staffing needs (operations/administration) for the system.*						
3A2	*Establish a group to define System-wide staffing priorities.*						
3A3	*Identify associated costs with staffing needs and secure an adequate funding mechanism.*						
3A4	*Evaluate the use of existing staffing models to enhance service delivery.*						
3D1	*Develop a deployment plan for the EMS QA/QI program.*						
3D2	*Identify and engage stakeholders and System members to obtain input on the EMS QA/QI program.*						
3D3	*Implement and continuously evaluate the EMS QA/QI program.*						
4F1	*Assess current operational processes and capabilities.*						
4F2	*Survey available resources to identify gaps in the process and areas for optimization.*						
4F3	*Determine the opportunity to enhance the operational capabilities using evolving research and technologies.*						
1G1	*Define data to be collected based on members' roles and functions.*						
1G2	*Identify the current method of certification and training record collection.*						

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
1G3	Define user access and accountability elements and identify gaps.						
1H1	Define data to be collected based on members' roles and functions.						
1H2	Identify the current method of LOSAP data collection strengths and weaknesses.						
1H3	Define user access and accountability elements and identify gaps.						
3B1	Define requirements for the deployment of command aids.						
3B2	Identify and establish the roles that must be filled through the integrative process.						
3B3	Create and implement command training modules for System members.						
3B4	Develop and deploy an emergency recall policy						
3G1	Evaluate the current QA/QI practice and identify gaps.						
3G2	Define parameters to address identified gaps.						
3G3	Identify human capital needs and submit a budget enhancement request (FTE=app-depend).						
4C1	Identify and engage stakeholders and System members to obtain input on the officer training program.						
4C2	Evaluate current officer training, including identifying deficiencies and gaps in addressing safety, operational effectiveness, and administrative aptitude.						
4C3	Develop human capital needs and submit a budget enhancement request.						

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
4C4	Implement and continuously evaluate the integrated officer training program.				�		
4D1	Identify and evaluate routine and emerging regional threats to determine the scope of required training.				■		
4D2	Evaluate the current System-wide training programs and policies to identify gaps.				■		
4D3	Identify accountability elements for training programs and policies addressing routine and emerging threats.				■		
4D4	Implement and continuously evaluate System-wide standardized training and update policies.				■		
4G1	Identify controllable community risk factors.				■		
4G2	Catalog existing education and risk reduction initiatives.				■		
4G3	Identify deficiencies and gaps in current fire prevention, public education, and community risk reduction initiatives.				■		
4G4	Prototype-modified community engagement measures.				■		
4G5	Test the effectiveness of prototypes and iterate.				■		
1A1	Determine and assign policy categories: Ops, Admin, Finance, Training, etc.					■	
1A2	Complete an initial review of all policies to determine their lifespan (e.g., 1yr, 3yr, until further notice, retiring gaps, etc.)					■	
1A3	Review and identify Fire Rescue Guidelines (FRGs) for conversion and update and place in appropriate manuals.					■	

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
1A4	Identify and engage relevant stakeholders in the policy evaluation process.						
1A5	Monitor and evaluate the ongoing process for efficacy and accuracy.						
3C1	Formally define the roles and responsibilities of EMS providers.						
3C2	Complete the implementation of ALS capabilities on LC-CFRS apparatus.						
3C3	Research industry best practices for EMS delivery and enhance ALS incentives.						
3F1	Complete the update and integration of the current accident and injury reporting software.						
3F2	Improve the accident and injury reporting process and comprehensiveness.						
3F3	Identify accident and injury reduction control points.						
3F4	Produce and implement a plan to affect the control points resulting in a reduction of accidents and injuries.						
4A1	Determine gaps in diversity by identifying underrepresented demographics within the system.						
4A2	Analyze current LC-CFRS recruiting strategies and industry best practices recruiting strategies to identify barriers to recruiting diverse top-tier talent.						
4A3	Develop recruitment processes that promote diversity within the system.						

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
4A4	Develop a marketing plan that promotes diversity within the system.					▧	
4A5	Identify and deploy diversity and inclusion training for the system.					▧	
4B1	Develop pathways for System members to pursue fire and rescue positions more easily within LC-CFRS.					▧	
4B2	Assess and redevelop recruitment and retention benefits, so there is a greater level of utilization (areas of opportunity include VFIS, expansion of the tuition reimbursement program, expansion of the uninsured volunteer health benefit, residential tax relief, and alternatives to the existing LOSAP).					▧	
4E1	Evaluate current EMS recertification and authorization procedures.					▧	
4E2	Identify information technology needs to support tracking System-member status.					▧	
4E3	Review and clarify the needs of different provider levels.					▧	
4E4	Create and deploy a comprehensive recertification plan.					▧	
1C1	Utilize appropriate data collection tools and define the appropriate human capital data set.						▨
1C2	Determine proper methods to collect data and establish timelines and methodology to revisit and evaluate data in a timely manner.						▨
1C3	Refine and finalize collected data, conduct analysis, and establish displays and dashboards.						▨

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
1F1	*Identify existing records management data collection applications and their interactions with other systems.*						
1F2	*Identify and engage stakeholders for the selection, implementation, and refinement of records management systems.*						
1F3	*Define the current records management system's capabilities and limitations.*						
1F4	*Define and prioritize additional capabilities that are required.*						
1I2	*Define required critical data points.*						
1I3	*Define critical reporting outputs/displays.*						
1I4	*Define the user interface requirements.*						
1I5	*Develop and complete an implementation plan.*						
2A1	*Conduct a comprehensive user survey of LC-CFRS personnel.*						
2A2	*Conduct a site survey of all facilities.*						
2A3	*Establish criteria and design requirements for LC-CFRS facilities.*						
2A4	*Identify associated costs with design requirements and secure an adequate funding mechanism.*						
2B1	*Obtain System buy-in for consolidated systems and determine participation.*						
2B2	*Identify associated costs for consolidated programs and identify adequate funding mechanisms.*						
2B3	*Develop a management plan (to include logistics).*						

	Objectives	Assigned Responsibility	Less than 90 Days	1 Year	2 Years	3 Years	4-5 Years
2B4	Determine human capital needs (full-time employees).						
2B5	Submit a budget enhancement request (approval-depend).						
2B6	Implement and continuously evaluate the consolidation program.						
3E1	Identify and engage stakeholders to establish existing and potential control points.						
3E2	Develop a divisionally integrated plan to affect the impact of cancer on the organization.						
3E3	Implement and continuously evaluate a cancer reduction deployment plan.						
3H1	Identify Next Generation 991 (NG911) program technology needs.						
3H2	Identify associated costs with program requirements and secure an adequate funding mechanism.						
3H3	Develop policies, procedures, and training to ensure personnel is well versed in new technologies and capabilities.						
3H4	Implement software, hardware, and training.						
3H5	Develop and roll out community outreach information.						

Loudoun County Combined Fire and Rescue System

Operational Plan
Present to Year 1

	Objectives	Assigned Responsibility	Date Completed
1I1	*Develop an interim solution to capture and report critical volunteer data.*		
1B1	*Submit a petition to be formally recognized and represented.*		
1B2	*Obtain formal recognition of the bargaining unit.*		
1B3	*Establish and approve a collective bargaining agreement.*		
1B4	*Disseminate collective bargaining information and educational elements to the system.*		
1B5	*Establish policies and procedures that maintain a labor-management open line of communications.*		
1D1	*Identify and define data interactions and integrations with other systems.*		
1D2	*Identify and engage stakeholders for the selection, implementation, and refinement of applications and hardware.*		
1D3	*Define current technology capabilities and limitations.*		
1D4	*Define and prioritize additional capabilities that are required.*		
1E1	*Identify current efforts and technology being utilized that require dashboards and story maps.*		
1E2	*Identify dashboard and story map deficiencies and gaps.*		
1E3	*Develop dashboards and story maps to display performance and address identified deficiencies and gaps.*		
1J1	*Establish Alpine decommissioning criteria and elements.*		
1J2	*Prioritize modules to be decommissioned with associated time frames.*		
1J3	*Implement interim user interface improvements.*		
1J4	*Decommission Alpine software and replace it with identified solutions.*		
3A1	*Establish a group to evaluate current staffing needs (operations/administration) for the system.*		
3A2	*Establish a group to define System-wide staffing priorities.*		

	Objectives	Assigned Responsibility	Date Completed
3A3	*Identify associated costs with staffing needs and secure an adequate funding mechanism.*		
3A4	*Evaluate the use of existing staffing models to enhance service delivery.*		
3D1	*Develop a deployment plan for the EMS QA/QI program.*		
3D2	*Identify and engage stakeholders and System members to obtain input on the EMS QA/QI program.*		
3D3	*Implement and continuously evaluate the EMS QA/QI program.*		
4F1	*Assess current operational processes and capabilities.*		
4F2	*Survey available resources to identify gaps in the process and areas for optimization.*		
4F3	*Determine the opportunity to enhance the operational capabilities using evolving research and technologies.*		

Loudoun County Combined Fire and Rescue System

Operational Plan
Year 2

	Objectives	Assigned Responsibility	Date Completed
1G1	*Define data to be collected based on members' roles and functions.*		
1G2	*Identify the current method of certification and training record collection.*		
1G3	*Define user access and accountability elements and identify gaps.*		
1H1	*Define data to be collected based on members' roles and functions.*		
1H2	*Identify the current method of LOSAP data collection strengths and weaknesses.*		
1H3	*Define user access and accountability elements and identify gaps.*		
3B1	*Define requirements for the deployment of command aids.*		
3B2	*Identify and establish the roles that must be filled through the integrative process.*		
3B3	*Create and implement command training modules for System members.*		
3B4	*Develop and deploy an emergency recall policy*		
3G1	*Evaluate the current QA/QI practice and identify gaps.*		
3G2	*Define parameters to address identified gaps.*		
3G3	*Identify human capital needs and submit a budget enhancement request (FTE=app-depend).*		
4C1	*Identify and engage stakeholders and System members to obtain input on the officer training program.*		
4C2	*Evaluate current officer training, including identifying deficiencies and gaps in addressing safety, operational effectiveness, and administrative aptitude.*		
4C3	*Develop human capital needs and submit a budget enhancement request.*		
4C4	*Implement and continuously evaluate the integrated officer training program.*		
4D1	*Identify and evaluate routine and emerging regional threats to determine the scope of required training.*		
4D2	*Evaluate the current System-wide training programs and policies to identify gaps.*		

4D3	*Identify accountability elements for training programs and policies addressing routine and emerging threats.*		
4D4	*Implement and continuously evaluate System-wide standardized training and update policies.*		
4G1	*Identify controllable community risk factors.*		
4G2	*Catalog existing education and risk reduction initiatives.*		
4G3	*Identify deficiencies and gaps in current fire prevention, public education, and community risk reduction initiatives.*		
4G4	*Prototype-modified community engagement measures.*		
4G5	*Test the effectiveness of prototypes and iterate.*		

Loudoun County Combined Fire and Rescue System

Operational Plan

Year 3

	Objective	Assigned Responsibility	Date Completed
1A1	*Determine and assign policy categories: Ops, Admin, Finance, Training, etc.*		
1A2	*Complete an initial review of all policies to determine their lifespan (e.g., 1yr, 3yr, until further notice, retiring gaps, etc.)*		
1A3	*Review and identify Fire Rescue Guidelines (FRGs) for conversion and update and place in appropriate manuals.*		
1A4	*Identify and engage relevant stakeholders in the policy evaluation process.*		
1A5	*Monitor and evaluate the ongoing process for effectiveness and accuracy.*		
3C1	*Formally define the roles and responsibilities of EMS providers.*		
3C2	*Complete the implementation of ALS capabilities on LC-CFRS apparatus.*		
3C3	*Research industry best practices for EMS delivery and enhance ALS incentives.*		
3F1	*Complete the update and integration of the current accident and injury reporting software.*		
3F2	*Improve the accident and injury reporting process and comprehensiveness.*		
3F3	*Identify accident and injury reduction control points.*		
3F4	*Produce and implement a plan to affect the control points resulting in a reduction of accidents and injuries.*		
4A1	*Determine gaps in diversity by identifying underrepresented demographics within the system.*		

4A2	*Analyze current LC-CFRS recruiting strategies and industry best practices recruiting strategies to identify barriers to recruiting diverse top-tier talent.*		
4A3	*Develop recruitment processes that promote diversity within the system.*		
4A4	*Develop a marketing plan that promotes diversity within the system.*		
4A5	*Identify and deploy diversity and inclusion training for the system.*		
4B1	*Develop pathways for System members to pursue fire and rescue positions more easily within LC-CFRS.*		
4B2	*Assess and redevelop recruitment and retention benefits so there is a greater level of utilization (areas of opportunity include VFIS, expansion of the tuition reimbursement program, expansion of the uninsured volunteer health benefit, residential tax relief, and alternatives to the existing LOSAP).*		
4E1	*Evaluate current EMS recertification and authorization procedures.*		
4E2	*Identify information technology needs to support tracking System-member status.*		
4E3	*Review and clarify the needs of different provider levels.*		
4E4	*Create and deploy a comprehensive recertification plan.*		

Loudoun County Combined Fire and Rescue System
Operational Plan
Year 4-5

	Objective	Assigned Responsibility	Date Completed
1C1	*Utilize appropriate data collection tools and define the appropriate/necessary human capital data set.*		
1C2	*Determine proper methods to collect data and establish timelines and methodology to revisit and evaluate data in a timely manner.*		
1C3	*Refine and finalize collected data, conduct analysis, and establish displays and dashboards.*		
1F1	*Identify existing records management data collection applications and their interactions with other systems.*		
1F2	*Identify and engage stakeholders for the selection, implementation, and refinement of records management systems.*		
1F3	*Define current records management system's capabilities and limitations.*		
1F4	*Define and prioritize additional capabilities that are required.*		
1I2	*Define required critical data points.*		
1I3	*Define critical reporting outputs/displays.*		
1I4	*Define the user interface requirements.*		
1I5	*Develop and complete an implementation plan.*		
2A1	*Conduct a comprehensive user survey of LC-CFRS personnel.*		
2A2	*Conduct a site survey of all facilities.*		
2A3	*Establish criteria and design requirements for LC-CFRS facilities.*		
2A4	*Identify associated costs with design requirements and secure an adequate funding mechanism.*		
2B1	*Obtain System buy-in for consolidated systems and determine participation.*		
2B2	*Identify associated costs for consolidated programs and identify adequate funding mechanisms.*		
2B3	*Develop a management plan (to include logistics).*		

2B4	*Determine human capital needs (full-time employees).*		
2B5	*Submit a budget enhancement request (approval-depend).*		
2B6	*Implement and continuously evaluate the consolidation program.*		
3E1	*Identify and engage stakeholders to establish existing and potential control points.*		
3E2	*Develop a divisionally integrated plan to affect the impact of cancer on the organization.*		
3E3	*Implement and continuously evaluate a cancer reduction deployment plan.*		
3H1	*Identify Next Generation 991 (NG911) program technology needs.*		
3H2	*Identify associated costs with program requirements and secure an adequate funding mechanism.*		
3H3	*Develop policies, procedures, and training to ensure personnel is well versed in new technologies and capabilities.*		
3H4	*Implement software, hardware, and training.*		
3H5	*Develop and roll out community outreach information.*		

SECTION VIII:
Appendices

APPENDIX A: ADDITIONAL SWOT ANALYSIS TOPICS

All members of Loudoun County Combined Fire Rescue were solicited for their feedback under the headings "Strengths, Weaknesses, Opportunities, and Threats." All members at the meetings submitted responses. The responses were combined by ESCI to reduce duplication of the submittals, paraphrasing to group similar—if not identical—responses together. The results follow:

Strengths

The Planning Team identified these additional Loudoun County Combined Fire and Rescue System strengths:

- Full-time Behavioral Health Coordinator
- Promotional opportunities
- Respect from community members
- Training (recruit school call back)
- Dynamic and home-grown workforce
- Flexibility
- Collective bargaining

Weaknesses

The Loudoun County Combined Fire and Rescue System planning team identified these additional System weaknesses:

- Lack of support services
- Sustainability
- Morale (ALS, Staffing)
- Lack of technology plan
- Underuse of talents within the system
- Underuse of EMS equipment and resources
- Diversity
- Professional development – academic
- Lack of honest feedback
- Lack of accountability
- Lack of expectations
- The rapid growth of the community
- Excessive credentialing and training

Opportunities

The Loudoun County Combined Fire and Rescue System planning team identified these additional System opportunities:

- Young department with the potential to be an industry leader
- Collective bargaining
- Community partnerships/engagement
- Growth of the Health and Safety Program
- Expanding health and wellness to administration
- Community education
- Balanced leadership model between volunteer and career
- Better local and regional collaboration
- Better statutes and code
- Recruiting nation-wide
- Promoting interoperability
- Rewards and recognition
- Building from the ground up

Threats

The Loudoun County Combined Fire and Rescue System planning team identified these additional threats:

- Economy
- Local/state politics
- Pandemic planning
- Cyber-threats
- Change with community
- Mid-level firefighters/volunteers falling off
- Weak building codes
- Growth outpacing development/magnitude of growth
- Maintaining standards
- Organizational poaching
- Shifting community expectations
- Staying relevant
- Lack of community health
- Training mandates