Strategic Plan FY 2009 - 2013

TABLE OF CONTENTS

	Page
Chief's Message	3
Acknowledgements	4
Demographics	5
Organizational Chart	9
The Plan	10
❖ Introduction	
❖ Background	
❖ Conclusion	
Department Slogan	12
Mission Statement	12
Vision Statement	12
Value Statement	13
SWOT Analysis	14
❖ Strengths	
❖ Weaknesses	
❖ Opportunities	
❖ Threats	
Strategic Priority 1 - Reach Out To Our Community/ Public Perception	18
❖ Customer Service	
❖ Public Relations	
❖ Marketing	
Strategic Priority 2 - Develop Our Employees And Organization/Quality of Working Environment	22
Strategic Priority 3 - Develop And Manage Our Resources/Professionalism	25
❖ Professionalism	
❖ FPORI	
❖ NFPA 1500	
❖ Leadership	
Strategic Priority 4 - Deploy Our Resources Effectively/Operational Improvement	32
❖ Training	
❖ Fire Inspections	
❖ Protecting the Environment	
Strategic Priority 5 - Improve Our Infrastructure	36
❖ Equipment and Apparatus	
❖ Computer Equipment and Information Systems	
❖ Fire Station Facilities	
❖ Training Facility/Area	
Glossary	41

Chief's Message

Since its inception, our Department has had a proud tradition of providing the best possible Fire Protection and Emergency Medical Services to the Fort Detrick community and its surrounding areas. **"As a team of highly trained and dedicated professionals, it is our mission to provide the highest standard of service to all those who may seek our help. We are a service provider and we stand ready to provide fire suppression, fire prevention and education, rescue services, and emergency medical care. We will faithfully provide these vital services, promptly and safely, to any person who resides in, works in, or visits Fort Detrick and its surrounding community,"** and our values guide us safely and effectively in achieving that mission.

Organizations such as ours must mature over time and appropriately respond to internal and external challenges and opportunities. In our continuing efforts to be proactive and a viable agency within the Fort Detrick community, modification to existing processes is critical for success.

The first Strategic Plan, created in 2002, was a milestone for the Fort Detrick Fire and Emergency Services. It was the first time that short and long term plans, combined with goal setting, were documented for the use and benefit of the department, our customers, and the community. With this 2009 update to the plan, we will address our accomplishments; adjust for new goals, set objectives, and reaffirm our commitment to the future of the organization.

ACKNOWLEDGEMENTS

This document is an update and a reaffirmation of the Strategic Plan 2002-2007. Significant individual as well as organizational accomplishments have been made utilizing the earlier plan as a "road map" to goal attainment. Creation of this planning document is a result of substantial effort by the personnel of the Fort Detrick Fire and Emergency Services. It was critical to the success of this plan to have staff from all levels of the organization involved with the plan's creation. To that end, new firefighters as well as chief officers assisted with its formation. This plan and the future Fire Protection Operational Readiness Inspection (FPORI) will be used to guide the department's operations on a continual basis as we adjust to new trends in providing excellent emergency services.

Sincere gratitude is extended to all the Firefighters who proudly and heroically serve the residents, guests, and employees of Fort Detrick and its surrounding community. This document is dedicated to helping all of us achieve the best we can be by doing whatever it takes for those we serve. We would also like to recognize and thank the Garrison Commander and the entire Fort Detrick community, for supporting the Fire and Emergency Services as we strive to be the best provider of emergency services in the Nation.

> Doing whatever it takes for those we serve.

Strategic-Planning Committee Members

David N. Eskildsen, Fire Chief
Steven B. Heller, Asst Fire Chief
Stewart L. Smith, Asst Fire Chief
John M. Sherwood, Captain
Chad M Umbel, Captain
Dennis L. Nalley, Firefighter
Melanie S. Biesecker, Fire Inspector
James E. Evans, Fire Inspector

Demographics

The following information about Fort Detrick and the Fort Detrick Fire and Emergency Services is provided to help put the Strategic Plan into context. It provides framework to help illustrate the size and scope of services provided by the Fort Detrick Fire and Emergency Services.

The Fort Detrick Fire and Emergency Services proudly protect approximately 7,900 people living and working in a two square-mile area. This group serves laboratories, administrative and office occupancies, communications facilities, barracks and family housing areas with fire protection, crash fire and rescue, emergency medical services, confined space rescue, and hazardous materials incident mitigation which are undertaken from the department's headquarters station. Public fire education and a proactive facility inspection campaign is administered by the career firefighters at Fort Detrick. We also have provided information about the City of Frederick and Frederick County which we have a Mutual Aid Agreement in place with and provide our services as well, including Engine Company Response and Hazardous Materials response.

Fort Detrick is a US Army Medical Command installation supporting a multi-governmental community that conducts biomedical research and development, medical materiel management, global telecommunications, and the study of foreign plant pathogens. Each branch of the US military is represented among the approximately

7,900 military, federal, and contractor employees assigned here. Fort Detrick also hosts to National Cancer Institute (NCI-Frederick), which focuses on direct research aimed at identifying the causes of cancer, AIDS, and related diseases. NCI-Frederick also provides core scientific expertise and advanced technology development to NCI, along with the National Institute for Allergy and Infectious Diseases (NIAID). Fort Detrick serves five cabinet-level agencies: Department of Defense (DoD), Department of Homeland Security, Department of Agriculture, Department of Health and Human Services, and Department of Veterans Affairs. Fort Detrick's Defense Department support also includes elements of the US Navy, US Air Force, US Marine Corps, and the Joint Chiefs of Staff. Beyond that, Fort Detrick supports several unified and major Army commands, US Army Forces Command, US Army Space Command, US Army Network Enterprise Technology Command, and US Army Medical Command.

Yearly Call Volumes

2003 - 641
2004 - 672
2005 - 781
2006 - 692
2007 - 793

Training Levels of Personnel

Firefighter I	100%	Fire Instructor II	62%
Firefighter II	100%	Fire Instructor III	37%
Driver Operator	100%	Fire Officer I	85%
Fire Inspector I	100%	Fire Officer II	66%
Fire Inspector II	66%	Fire Officer III	44%
Fire Inspector III	18%	Fire Officer IV	11%
Fire Instructor I	88%	EMT-B	100%

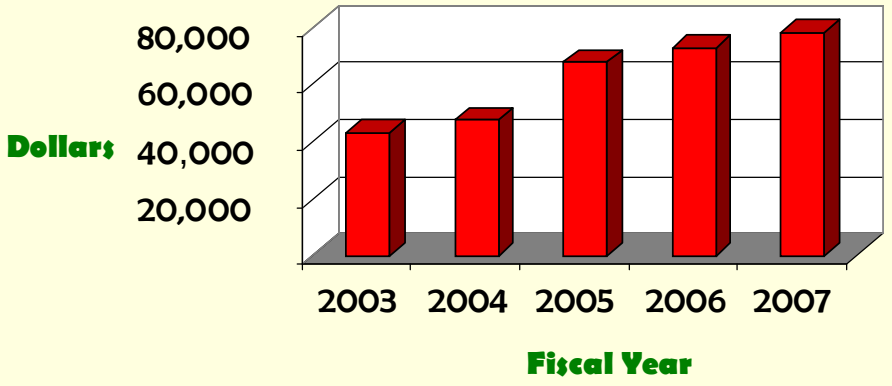
Personnel Statistics

Average Age	40
Average Years of Fire Service Experience Career	15
Average Years of Fire Service Experience Total	25
Total Years Fire Service Experience of personnel	671

Apparatus

2007 Chevy Tahoe (Chief's Vehicle)
2006 F-350 Utility
2005 Chevy Tahoe (Duty Vehicle)
2005 Ford Explorer (Inspectors Vehicle)
2004 Pierce Dash HazMat/Special Operations Unit
2004 John Deer Gator (ATV Response unit)
1997 Pierce Saber Pumper
1994 Pierce Arrow Pumper
7 x 16 Mass Casualty Response Trailer

Operational Expenses



Fort Detrick

Population	7,900
Square Mileage	2
Total Acreage	1,143

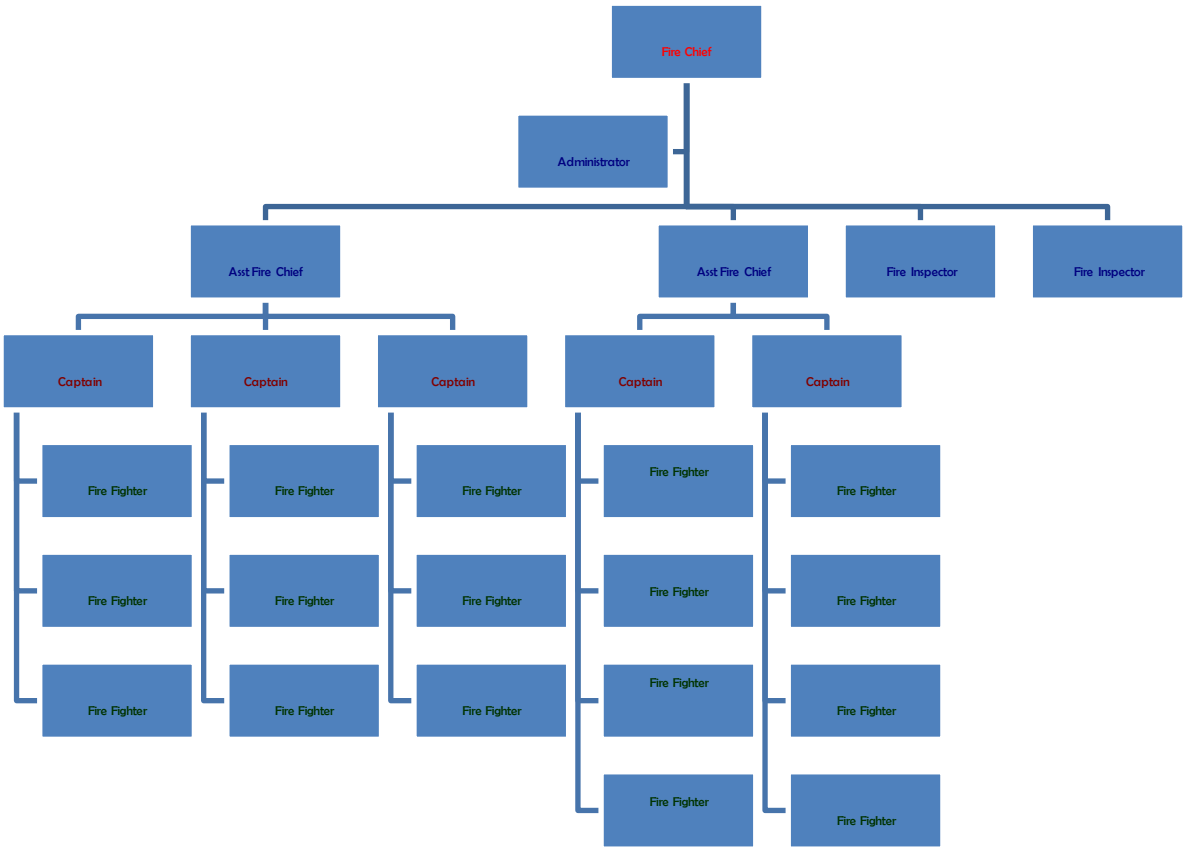
Frederick City

Square Mileage	20.8
Population	60,243

Frederick County

Square Mileage	663
Population	31,948

Organizational Chart



The Plan

Introduction

Welcome to the Fort Detrick Fire and Emergency Services Strategic Plan 2009-2013. This document is designed to provide a guide for management decision-making, resource allocation, and prioritization of resources over the next five years.

Background

This update of the Strategic Plan is to help identify and provide the best service possible to the Fort Detrick community. It was moved towards reality by the Fire Chief, David N. Eskildsen. With this vision in mind, Chief Eskildsen petitioned and recruited a Strategic Planning Team, composed of eight Fire and Emergency Services employees, which collectively represented a cross-section of the department. Personnel from all ranks were included.

On April 22, 2008, team members met for the first time and identified trends and issues that would influence the department and the community over the next five years. Planning team members were also asked to present their own thoughts on trends and issues the department would be facing over the coming years. Many economic, political, technological, social, environmental, and legal issues were identified.

The planning team also conducted an assessment of the department's **S**trengths and **W**eaknesses, and identified **O**pportunities and **T**hreats **(SWOT Analysis)** to the department and the community. The planning team examined the department's core principles, wrote a Value Statement, refined the department's Mission Statement and

redefined the Vision Statement for the Fort Detrick Fire and Emergency Services. Subsequently, the planning team disseminated the list of issues down to those believed to be of the highest priority to the organization and the community.

The final effort identified five Strategic Priorities, each with its own set of objectives and action plans. A planning team member was assigned responsibility for each of the Strategic Priorities, with milestone dates set for each.

Five Strategic Priorities

1. Reach Out to Our Community/Public Perception
2. Develop Our Employees and Organization/Quality of Working Environment
3. Develop and Manage Our Resources/Professionalism
4. Deploy Our Resources Effectively/Operational Improvement
5. Improve Our Infrastructure

The planning team decided the department's progress toward implementing the plan must be reviewed at six-month intervals for at least the first two years and thereafter. These meetings will provide the opportunity to assess progress on the plan. The meetings will also provide an opportunity to make adjustments in the plan to keep pace with changing conditions within the department and the Fort Detrick community.

Conclusion

After many meetings and hours of dedication, this document will serve as a constant reminder of the direction the department needs to take and our plan for the future. It will also act as our barometer, to measure our success and maintain our focus.

Department Slogan

Prevent, Provide, Protect

Mission Statement

As a team of highly trained and dedicated professionals, it is our mission to provide the highest standard of service to all those who may seek our help. We are a service provider and we stand ready to provide fire suppression, fire prevention and education, rescue services, and emergency medical care. We will faithfully provide these vital services, promptly and safely to any person who resides in, works in, or visits the Fort Detrick and its surrounding community.

Continue to improve the quality of service delivered to our customers ensuring "Everyone Goes Home."

Vision Statement

Personnel of the Fort Detrick Fire and Emergency Services, through our commitment to innovation, service, and excellence will always strive to be leaders in fire and life safety services, and continue to improve the quality of service delivered to our customers ensuring "*Everyone Goes Home*."

Value Statement

The Fire and Emergency Services supports the Garrison values of Honesty, Integrity, Responsibility, Loyalty, and Commitment.

Honesty and Integrity

We value the public's trust and are committed to honest and ethical behavior. We hold ourselves accountable and have a personal commitment to the organization and community. Self-discipline is the foundation for managing behavior.

Loyalty

"Loyalty cannot be blueprinted. It cannot be produced on an assembly line. In fact, it cannot be manufactured at all, for its origin is in the human heart – the center of self-respect and human dignity." -- Maurice Franks

Responsibility

Defined as the "ability to choose for oneself between right and wrong." We all try to make decisions that will not only make us good citizens but make our department stand out in the community where we live and work.

Commitment

Commitment can be displayed in an individual's work ethic, how you work to improve your abilities, or what you do for your fellow workers at personal sacrifice. "*Individual commitment to a group effort – that is what makes a team work.*" -- Vince Lombardi

SWOT ANALYSIS

SWOT is a tool that identifies the strengths, weaknesses, opportunities, and threats (SWOT) of an organization. Specifically, SWOT is a basic straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the department in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

High commitment level of personnel.

Strengths

Access to modern firefighting devices, emergency medical equipment, and response apparatus is identified as an internal strength.

The leadership team of the department is progressive and encourages participatory management.

The fair treatment of employees is seen as an important and positive attribute to the department.

The family atmosphere and team orientation are considered to be existing elements of the department's success.

The positive relationship with Frederick County departments and their personnel is seen as an important strength.

The department's knowledge and response procedures to Bio level 3 and 4 laboratories are seen as a strength and an opportunity to setting the standard in response to these types of emergencies.

The high level of support the Fire and Emergency Services receives from the Garrison Commander and other departments within the installation is seen as a strength.

High commitment level of personnel is viewed as a strength and a weakness.

Weaknesses

The partial reliance on other agencies for fire and rescue assistance and the department's dependency for emergency medical response is a concern.

Although the department has a training plan in place, a detailed review is necessary to provide a comprehensive model arranged to encourage development of all personnel, both current and future.

Lack of location for training (to perform such things as foam operations, pump testing, vehicle extraction, forcible entry and structural drills) is viewed as weakness and a facility to meet this need is required.

Department training is weak beyond basic level, will need to expand training to meet new services.

Written documentation for all responses, and Fire and Emergency Services' activities is an overall weakness within the department.

Lack of networking with other installation agencies is a concern and an opportunity.

Willingness of personnel to accept change for the benefit of the department.

High commitment level of personnel is viewed as a strength and a weakness.

Opportunities

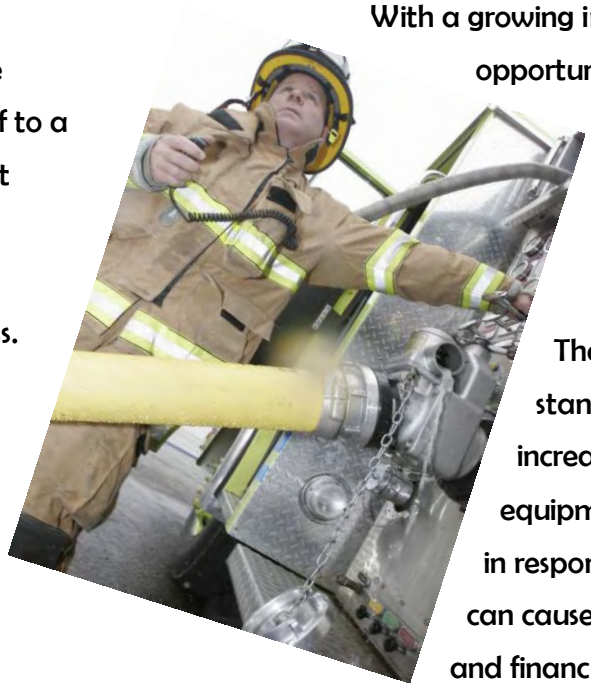
Hands-off training programs through the National Fire Academy (NFA) present a unique and beneficial opportunity for member and department development.

The relative youthfulness of the workforce presents an opportunity to develop individuals to become great fire and rescue personnel and leaders.

There is a perceived opportunity to develop a better working relationship with Frederick County Fire Departments.

With turnover comes the opportunity to evaluate new methods to encourage employee recruitment and retention.

The size and age of the organization lends itself to a management style that allows all staff to have continuing input in the decision making process.



The number of employees in leadership positions nearing eligibility for retirement is seen as an opportunity for younger personnel to advance through the ranks.

There is an opportunity to continue fostering pride in the organization and promote a strong work ethic.

The future FPORI is viewed as an opportunity to enhance service through a critical self-assessment and to implement operational efficiencies within the department.

With a growing installation, there will be opportunity to learn new skills and continue to perfect old ones.

Threats

The existence of national standards that endorse increases in personnel and equipment, as well as reductions in response times to emergencies can cause significant operational and financial impacts.

Natural and man-made disasters that adversely impact both fire-rescue personnel and the resources needed when responding to these events are viewed as a threat.

The perceived lack of public understanding of full fire and rescue services are viewed as a relative threat as well as an opportunity. Individuals with a propensity to focus on the negative are viewed as a threat to productivity and moral.

The DoD talks of reduced staffing with support of outside agencies are viewed as a potential threat.

The continuous changing of Garrison Leadership is viewed as a potential threat to current projects, support, and operational planning.

Personnel's lack of initiative in projects and tasks are viewed as a potential threat.

Strategic Priority 1

Reach Out To Our Community/Public Perception

Perception is everything. If our employees and customers perceive that Fort Detrick Fire and Emergency Services is well managed and provides great services, then that is true. A perception of poor management and substandard service is also true. Perceptions are the precursor to attitudes. The Fire and Emergency Services must have a plan to develop positive perceptions to all of our customers. This is especially critical in an environment of "What have you done for me lately?" The goals in this category include customer service, public relations, and marketing.

> Command will not tolerate anything less than "Excellent."

Customer Service

The public sector is aggressively pursuing the concept of customer service. Private sector organizations have been focused on improving their commitment to serving their customers. The United States Government has prioritized customer service as one of the primary goals. If we do not focus on the importance of our employees and the customers we serve, then the future of our department is in jeopardy. The Department of the Army (DA) and its command will not tolerate anything less than "Excellent" customer service. We pledge this in the US Army Garrison, Fort Detrick "Customer Service Pledge" which addresses the responsibilities that each employee must adhere to. The Fort Detrick "Vision, Goals, and Values" ensures the development of efficient and effective business practices that support this process.

Objectives

- Provide a "Mission Statement" for the Fire and Emergency Services
- Provide a better understanding of the customer service concept to our employees

- Provide up-to-date fire and life safety messages to the Fort Detrick community
- Provide formal presentations to the Fort Detrick community on fire and life safety topics
- Take a more proactive role in employee and community assistance programs in critical situations
- Positively promote our "Mission, Goals, and Objectives" as a source of public education to the Fort Detrick community

Action Plan

- Select three personnel to serve on the Fort Detrick Fire and Emergency Services to review present policies and guidelines on "Customer Service" by the end of FY 2009
- Provide training to our employees on customer service to improve and deliver more effectively by the end of FY 2009

- Develop recommendations for providing superior customer service by the end of FY 2009
- Develop a system that involves all tenants of Fort Detrick to enhance and enrich the relationships that we may already have, and develop new ones by the end of FY 2010
- Take an involved more proactive stance on all special events planning for activities at Fort Detrick by the end of FY 2010
- Develop a survey for the services provided by the Fire and Emergency Services by the end of FY 2010

Public Relations

The Fire and Emergency Services must pay special attention to our relationship with the public. The relationship we extend to the public can solidify our standing in the community and other organizations. There must be a comprehensive plan to maximize positive publicity and reduce negative stories. The primary means of accomplishing this goal is through a "Public Relations Task Force." The Task Force must accept and have a good understanding of

the Fire and Emergency Services "Mission and Goals Statements."

Objectives

- Promote fire and life safety in our community
- Ensure that the Fort Detrick Public Affairs Office (PAO) has a great working relationship and full understanding of the practices, concepts, and operational duties of the Fire and Emergency Services
- Launch a public relations campaigns to educate the community

Pursuing excellence in public safety.

Action Plan

- Develop a "Public Relations Task Force" to provide guidance and implementation of any departmental public involvement and/or training opportunities
- The "Public Relations Task Force" will implement the Fire and Emergency Services guest program to provide an interactive social environment between firefighters and organizations
- Provide seasonal fire safety messages and any new technologies of the fire service to the customer
- Work with the PAO on written public service announcements for print in the Fort Detrick Standard, to address any events or messages to the community
- Provide a photo and information on any Fire and Emergency Services personnel receiving any training certifications or special awards to the PAO for media print and recognition

The above action plans are to be accomplished by the end of FY 2011.

Marketing

The Fire and Emergency Services must pursue opportunities to showcase the achievements of the department to our employees and customers. This not only provides morale enhancements, but it also details the value of an effective Fire and Emergency Services pursuing excellence in public safety.

- Promote a positive image of the Fire and Emergency Services to the community, its employees, and our peers
- Proactive marketing of our public education service to all tenants and services of Fort Detrick

Action Plan

- Develop and incorporate a "Public Safety Night" promoting fire and life safety for varied age groups at Fort Detrick
- Promote and expand upon power point tool outlining our department services and overview, as a public education point, on all displays/demos we conduct
- Capture our public education details, emergency incidents with pictures and captions to be included in our web page, and submitted to the PAO for inclusion in the Fort Detrick community media network

The above action plans are to be accomplished by the end of FY 2010.

Strategic Priority 2

Develop Our Employees And Organization/Quality Of Working Environment

The Fire and Emergency Services has put in place a formal training program as defined in Army Regulation (AR) 420-1, Chapter 25, Section II, Paragraph 25-10, *Army Facilities Management.* We now need to prepare them for developing their careers. This often entails more than job related training. Fire and Emergency Services officers now are required to be managers. Developing management skills and interpersonal dynamics are vital. Knowledge of budgetary operations, public speaking, and computer skills are necessary. While "raising the bar," we are preparing our personnel for a better fire department, enhanced personal development, assuring higher levels of professionalism, improving our services to the community, the Command, and the United States Army.

"Can Do Attitude."

The Individual Development Plans (IDPs) need to accommodate for training opportunities for personnel; this would include any facility training courses or programs. In doing so, this additional training will enhance a wider range of knowledge, skills, and experience to meet the needs of the department, the Command, and the "Customer Service."

There is also a need for the personnel to "buy in" to career development. Looking outside the box and the needs of the department in an objective manner, seeing how other divisions, directorates, and agencies operate in an attempt to improve our performance. The personnel need to be involved with the activities and events on the installation and off post.

Objectives

- To provide the most technically competent individuals to the fire service and the Army by empowering a "Can Do Attitude"

- Ensure that we are documenting our training on DA Form 5376, *Individual Training Evaluation Record*
- The IDP should be a guide to provide the success of our department and its employees. It should be reviewed to see if personnel are putting realistic training for career development

- Enhance our IDPs with non-traditional education opportunities, to include seminars, workshops, and conferences
- Establish an internal mentoring program
- Encourage employees to participate in other programs, such as community relations, the Voluntary Protection Program, and other programs that will enhance their career development
- Provide non-traditional training such as ladder and hose evolutions, search practices, and timed personnel standard evolutions
- Research the possibility of using other academies to train, such as Frederick, Howard, Carroll, and Baltimore Counties
- Continue to enhance our compliance with the National Fire Protection Association (NFPA) 1500 and strive to be the model Army department for the program

Action Plan

- By the end of the 2nd quarter FY 2009, our training folders should be updated to include the DA Form 5376
- A list of training should be documented to guide each individual into the next level of developmental training. This should be accomplished by the end of the 3rd quarter of FY 2009
- Provide a list of training that personnel should take. It lets them know they reached that

benchmark in their career to succeed as a member in the department by the end of the 3rd quarter of FY 2009

- Develop a spreadsheet to lay a career path for individuals to succeed
- Establish a list of approved training courses that each employee is permitted to attend
- Establish a better working relationship with the National Emergency Training Center. NFA for onsite training, academy training, and "train the trainer" programs
- Develop a continuity book for new employees, to include a copy of policies, procedures, and strategic plan, what is the importance of every employee has in the organization, who is the director for the Directorate of Emergency Services, Installation and Garrison Commanders, list of tenant organizations, list of how the department operates, and the day to day activities. This should be accomplished by the end of the 4th quarter of FY 2009
- Assign a firefighter and a captain to each new employee for the first year, and after the first year let the firefighter be the mentor and remove the captain from the program by the end of the 1st quarter of FY 2009
- Explain what education and knowledge they can receive by empowering ourselves as self-motivators
- Develop a list of personnel standard evolutions to include an objective, purpose, completion, and an improvements section to help each candidate improve on their skill. This should start by the end of the 4th quarter of FY 2009

Strategic Priority 3

Develop And Manage Our Resources/Professionalism

Professionalism

Professionalism is defined as "the conduct, aims, or qualities that characterize by or conforming to the technical or ethical standards of a professional." This extensive category relates to goals that focus on improving the performance of the member and in due course the department. The goals in this category include FPORI, NFPA 1500 and Leadership.

FPORI

Fire Protection Operational Readiness Inspection is designed to recognize standards that qualify for admissions to a higher or more specialized institution such as National Accreditation. The following objectives will be used as a guide or tools to conduct an inspection.

Objectives

- Uphold professional excellence within the Fire and Emergency Services
- Encourage quality enhancement through the IDP
- Provide assurance to peers and the public that Fire and Emergency Services has a defined missions and objectives that are suitable for the DA and US Government
  - Present a detailed evaluation of the services provided to our communities
  - Identify areas of strengths and weaknesses
  - Develop and implement a system for addressing deficiencies to include a system capable of building on organizational success
- Support employee development within the organization

- Develop and implement a communication forum for organizational priorities
- Seek and compete for government awards, recognition for organizational, and individual accomplishments by our peers and public
- Develop and implement a method for recording documents, including strategic and program action

- Foster pride in our organization from personnel, command, community leaders, and customers (internal/external)
- Create an environment for improved benefits by achieving our goal of the FPORI

Looking at the past.
Working on the present.
Planning for the future.

Action Plan

- The Fire Chief will appoint a Chair and Co-chair to direct and steer the Working Group in the implementation of the FPORI process. The selection of the Working Group will be in place prior to the end of the 1st quarter of FY 2009
- Review the FPORI process with the Fire Chief, Chief Officers, the Command, and the Working Group to develop and implement timelines and guidance. Establish the WHO, WHAT, WHEN, and HOW of the FPORI process by the end of the 3rd quarter of FY 2009

NFPA 1500

NFPA 1500 is the National Fire Protection Association standard on Fire Department Occupational Safety and Health Program. This standard establishes minimum requirements for Fire Department

Occupational Safety and Health Program. The standard requires fire departments to establish and maintain safety policies and

guidelines as they pertain to personnel involved in rescue, fire suppression, emergency medical services, hazardous materials mitigation, special operations, and other emergency services provided.

AR 420-1, Chapter 25, Section II, Paragraph 25-10, mandates that Fire and Emergency Services shall establish and maintain an Occupational Safety and Health Program in accordance with NFPA 1500 and compile data for the Army Occupational Safety and Health 1500 Annual Report.

The performance objectives of this standard shall have the intent of preventing accidents and injuries. Many of these objectives should help engineer out the exposure and/or reduce the severity of

accidents, injuries, and exposures that occur.

Objectives

- Maintain a Health and Safety Officer position with collateral duties within the organization

- Review and/or update the current policy statement that establishes the existence of the organization, services authorized, and expected to perform to include the organizational structure

- Maintain a standard operating guideline and policy committee, responsible for the development, implementation, and maintenance review for Fire and Emergency Services operating guidelines and policies
- Maintain and update the Occupational Safety and Health Program that identifies specific goals and objectives for the prevention, elimination of accidents and occupational injuries, and exposures to communicable disease and illness
- Continue the evaluation process to ensure the effectiveness of the Occupational Safety and Health Programs at least annually, and provide an audit report of the findings to the Fire Chief and personnel on the committee

- Maintain and provide a listing of roles and responsibilities for anyone involved within the parameters of the organization's Occupational Safety and Health Program
- Occupational Safety and Health Committee shall serve as an advisory capacity to the Fire Chief. The committee shall conduct research, develop recommendations, study, and review matters pertaining to Occupational Safety and Health within the organization
- The Health and Safety Officer or designated representative shall maintain permanent records of all accidents, injuries, illness, and exposures to infectious agents and communicable diseases to include deaths related or non-related to the job. Individual records of occupational exposure to known or suspected toxic products including infectious or communicable disease shall be

recorded and maintained

Action Plan

- Reconfirm a Health and Safety Officer by the end of the 2nd quarter of FY 2009
- Provide an updated Risk Management Plan by the end of FY 2009
- Review or revise all standard operating guidelines and policies by the end of FY 2009, and every two years subsequently
- Provide a listing of roles and responsibilities for all personnel involved in the Occupational Health and Safety Program by the end of FY 2009
- Update the Occupational Health and Safety Committee members by the end of the 2nd quarter of FY 2009
- Review the accuracy of the data collection for all records pertaining to the Occupational Health Safety Program by the end of FY 2009

"People don't care how much you know--until they know how much you care."

Leadership

Leadership is defined as "the ability to guide, directs, or influence people. Leadership that delivers 'true' value, integrity, and trust is defined as transformational leadership." Transforming leadership ... occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality.

"Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people--motivating people to get the job done. You have to be people-centered."

-- Colin Powell

"People don't care how much you know--until they know how much you care."

-- John C. Maxwell

Leadership motivates individual(s) to accomplish set objectives. Management is the ability to manage resources/functions to

accomplish set objectives. Leadership is doing the right thing, while management is doing things right. An excellent leadership and management practice are essential in achieving organizational goals. It shall be the goal and passion of this Working Group to embody those attributes of superb leadership and establish a benchmark for Fire and Emergency Services. Good leadership practices will motivate the organization in achieving a higher level of professionalism; creating an improved environment for our internal and external customers.

Objectives

- Leaders shall set the standard for conduct and behavior. Double standards shall not be tolerated
- Leaders shall not cover or tolerate incompetence anywhere in their organization; however, leaders shall make every effort to ensure personnel perform at a competent level. Failure shall fall upon the leader

- Leaders shall always do the right thing
- Leaders shall hold personnel accountable for expected performance. Leaders shall commend personnel for exceptional performance
- Leaders shall ensure policies and guidelines are in place and updated providing systematic direction of the work force, orderly managed with no unresolved issues
- Proactive leaders can improve the probability of organizational success, where a laissez-faire approach is likely to cause the organization's demise
  - Leaders know when to make decisions and avoid excessive consensus
  - Leaders should have effective techniques for educating subordinates (management non-management) for smoothly/persistently implementing and maintaining the organization's policies,

guidelines, and standards of performance

- Equality is crucial for the trust and moral of the organization. Effective leaders don't play favorites and are consistent with their personnel actions. They practice a high degree of objectivity and fairness in all their actions. Effective leaders resolve conflict, personnel issues, and detrimental rumors to the organization
- Communication is the success or failure of every organization. Leaders who maintain an effective communication method within the organization shall greatly enhance the organization's success. To ensure success, leaders place a very high priority on open, timely, and valid communication throughout their organization; they make it happen

Action Plan

- Continue to require all new officers attend the Leadership Empowerment and Development training within one year after appointment
- Continue to refine the process of communicating information between shift changes
- Continue monthly officer meetings; ensure minutes from these meetings are communicated throughout the organization
- Schedule organizational meetings semi-annually by the end of the 1st quarter of FY 2009
- Encourage officers to attend leadership/management programs at the NFA and other educational facilities
- Encourage all personnel to attend DA or DoD sponsored communication classes/programs
- Provide opportunities for officers to attend diversity/equity training
- Review/revise performance standards to ensure accuracy for current job requirements by the end of FY 2009

Strategic Priority 4

Deploy Our Resources Effectively/Operational Improvement

Training

Training in the Fire and Emergency Services has improved dramatically over the last several years. Maryland Fire and Rescue Institute classes have been offered at the Fort Detrick Training Center. There are many online opportunities for training. Personnel must take advantage of all the free training opportunities that exist. We have the ability to send personnel to the NFA, but only few are interested. A Training Officer will allow the time dedicated to see everyone is getting a chance to receive the training they need to better prepare themselves for the ever changing job we have before us. We will be putting a ladder truck into service and are considering the potential for an ambulance. These new services will require continued proficiencies to enable personnel to complete their jobs well.

> Better prepare themselves for the ever changing jobs.

Objectives

- Create a position of Assistant Chief of training
- Monitor firefighters as instructors for their technical skill and educational ability
- Implement a physical agility program
  - Ensure compliance with our mandatory physical fitness program

Action Plan

- Petition command to create an Assistant Chief of Training by the end of the 4th quarter of FY 2012
- Develop an evaluation system to ensure personnel providing instructions meet sound educational techniques by the end of the 3rd quarter of FY 2009

- Implement a model physical agility program for all personnel that is non-punitive and designed to improve physical fitness by the beginning of FY 2010
- Make the physical fitness program mandatory and tied to performance standards by the end of the 3rd quarter of FY 2011

Fire Inspections

Fire inspection and prevention are the mainstays of all Fire and Emergency Services operations. Protecting life, property, and environment are the most important items we deal with on a daily basis. We receive our guidance from AR 40-1, Chapter 25, FD420-90, Unified Facilities Criteria 3-600-01, and the NFPA standards and codes. The Garrison and Mission Partners of Fort Detrick expect us to protect them through a successful inspection program, and our program has improved greatly. Our programs must be continually evaluated to ensure we are meeting current standards and techniques.

Objectives

- Continue the automation of the fire prevention programs
- Provide excellent customer service by involving Building Evacuation Coordinators in the inspection process
- Establish a training program for Building Evacuation Coordinators
- Allow opportunity for low hazard engine company inspections
- Work with the Contracting Office, Contracting Officer Representatives, and the US Army Corps of Engineers to ensure that all construction and remodeling projects are reviewed and concurred by the Fire and Emergency Services
- Continue to monitor construction projects to determine additional needs for the Fire Inspection Bureau of the Fire and Emergency Services

Action Plan

- Ensure Building Evacuation Coordinators are given advanced notice of inspections and opportunity to accompany inspectors by the beginning of the 1st quarter of FY 2009

- Establish a program to allow engine companies the ability to complete low hazard facility inspections, thereby, freeing the inspectors for the additional workload they will be generated by the National Interagency Biodefense Campus by the end of the 3rd quarter of FY 2010
- Provide initial training for newly appointed Building Evacuation Coordinators and schedule semi-annual training/briefings for coordinators to update them on common violations/changes in codes, inspections, etc. by the end of the 2nd quarter of FY 2009
- Network with the Directorate of Installation Services (DIS) Contracting Office and Army Corps of Engineers to develop a matrix to include the Fire and Emergency Services in construction projects, to include Major Construction Army projects by the end of the 3rd quarter of FY 2009
- Keep abreast of planned and actual construction of facilities that may lead to additional inspector positions. This is an ongoing process

Protecting the Environment

We are all aware of the tremendous impact that we, as individuals, as society, and as a whole, are having on the environment in our community. We must do all we can to help preserve and protect the fragile eco-system in which we live. Recycling, reducing waste, reducing energy usage, lowering our carbon footprints is extremely important and we must all do our part to help. The Fire and Emergency Services can do our part to help in energy conservation and protecting the environment. We are currently participating in the "purchasing green" programs such as recycled paper, green cleaning products, and natural fiber products.

Objectives

- Take maximum advantage of all recycling opportunities
- Reduce fuel consumption where possible
- Investigate vehicles making use of alternative fuels

- Reduce electrical usage
- Reduce water consumption
- Limit use of chemicals that could harm the environment

Action Plan

- Begin recycling paper, aluminum, plastics, and metals beginning the 1st quarter of FY 2009
- Reduce response on selected calls on the installation by the end of the 1st quarter of FY 2009
- Plan for administrative vehicle replacement with the Motor Pool Office to include alternative fuels, hybrid, and actual needs by the end of FY 2010
- Devise a plan to reduce electrical usage in the Fire and Emergency Services by 10 percent by the end of FY 2009, by another 10 percent by the end of FY 2010, 10 percent more by the end of FY 2011, to result in a total reduction of 50 percent by the end of FY 2013
- Reduce water consumption by a total of 40-50 percent by the end of FY 2013

- Participate in environmental cleanups
- Encourage Fire and Emergency Services personnel to participate in Earth Day and other environmental clean up activities at Fort Detrick, and the surrounding community by the beginning of CY 2009
- Continue to explore "greener" products/chemicals to use in the Fire Station that help protect the environment by the end of the 2nd quarter of FY 2009

Strategic Priority 5

Improve Our Infrastructure

Existing and future infrastructure for the Fort Detrick Fire and Emergency Services should be part of a long-range plan to ensure it supports our mission.

Equipment and Apparatus

The equipment we operate and the buildings we work out of must be maintained and kept in and ever ready condition. The Fire and Emergency Services has dramatically improved its care and maintenance of the apparatus assigned to the station. The building was recently remodeled and is a point of pride of personnel assigned to the facility. However, as equipment continues to age, there needs to be a plan to replace such apparatus. We will shortly be receiving a ladder truck and a new engine. There are plans to put an ambulance in service in the near future. We also must look at other equipment besides the major pieces of apparatus. There are saws, meters, hose, personal protective equipment, radios, and other items that wear out and need replacement. There needs to be a plan to routinely replace these pieces of equipment and meet standards that are in place to see personnel are properly protected.

Objectives

- Provide safe and effective apparatus and equipment through a comprehensive repair, maintenance, and replacement program
- Establish a defined life cycle for apparatus and administrative vehicles
- Continue to provide educational opportunities for the emergency vehicle mechanic to be able to properly maintain the emergency fleet
- Work with the Motor Pool personnel to address the needs of the administrative vehicles assigned to the Fire and Emergency Services

Action Plan

- Work with DIS to ensure a thorough maintenance and repair program for emergency apparatus is in place by the end of the 2nd quarter of FY 2009
- Determine a replacement schedule for the administrative vehicles assigned to the Fire and Emergency Services by the end of the 3rd quarter of FY 2009
- Develop a matrix to determine life cycles for apparatus and administrative vehicles based on age and condition by the beginning of FY 2010

- Develop a replacement schedule by the end of the 2nd quarter of FY 2009 to allow for each firefighter to receive a new set of personal protective equipment every five years with the existing gear to become a back-up set, then placed out of service
- Develop a matrix to determine life cycles of small equipment to include but not limited to meters, rope, harnesses, etc. based on age, condition, new technology, and manufacturer's life expectancy requirements

Computer Equipment and Information Systems

Currently, our Department utilizes fire house, a fire-based records management system. This computer program is the primary record management system used for the department. There are 13 computers assigned to the department (11 desktop and 2 laptops) not including Mobile Data Computers (MDCs). These computers vary in age, speed, and size. It is important to have current up-to-date size and speed requirements on department computers. At the County level, a Records Management System committee consisting

of Frederick County Information Technology Administrator and Fire Service Representatives from all the fire departments within the County. The goal of this committee is to evaluate the various records management programs commercially offered and make a recommendation as to which program to use County-wide. The County will need to keep us informed as to any changes or upgrades such as Modat and Automatic Dispatch Information so we can stay current and compatible with Frederick County Emergency Communication Center (ECC).

New technology is developing to assist Fire Inspectors with the delivery of inspections, recording information from the inspection, and electronically transferring this data into the department's records management system. This is a trend developing in the area and one we should explore. The benefits will be seen in the amount of time spent transferring information from a written copy to the computer records management system. The new technology used today is computer-based where the information is stored in a hand held computer during the inspection. A small printer can print a copy of the infractions and a signature gained by the responsible party from the building. Upon returning to the station, the Fire Inspector is able to electronically transfer the information into the records management system. The benefit of using a system like this is time management.

There are several areas in which automated information management will be researched and addressed by the department in the upcoming years. We are in a technological world and there are major improvements offered to fire departments through the electronic medium.

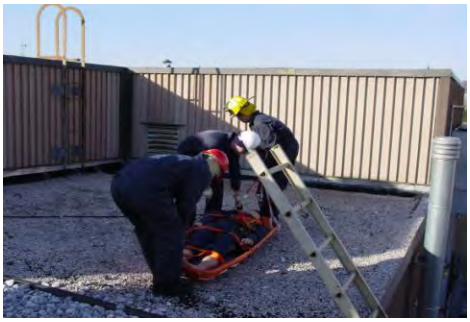
Objectives

- Establish a life cycle for computers within the station and apparatus
- Determine the need to purchase new software for different areas and responsibilities within the station

- Work with the Directorate of Information Management (DOIM) for computer, printer, and monitor replacement

Action Plan

- Develop a computer and technology committee by the end of 2nd quarter FY 2009



- Design a replacement schedule with assistance from DOIM for all computers to be replaced every three to four years at a minimum by the end of FY 2009
- Assess the need for new or upgraded software to stay current with new technology and Frederick County ECC. This will be an ongoing process throughout the life of this Strategic Plan

Fire Station Facilities

Existing and future infrastructure for the Fort Detrick Fire and Emergency Services should be part of a long-range plan to ensure it supports our mission. Developing a Master Facility Plan (MFP) that inventories existing fire department facilities and outlines a replacement and refurbishment plan would allow the department to ensure its facilities are meeting the needs of the department. The following steps have been identified to assist in creating the MFP.

Objectives

- Ensure all principle decision-makers share the same vision for Fire and Emergency Services facilities
- Identify existing and future needs
- Obtain property for new facilities
- Ensure strategic placement of fire station keeping in mind, response times, traffic issues, and future development of the installation
- Ensure inclusion of fitness area, individual dorms, and adequate parking, etc.

Action Plan

- Form a MFP committee by FY 2010
- Have the new committee make recommendations and educate decision makers on design, station, and personnel issues including but not limited to
  - Individual dorms
  - Fitness area
  - Vehicle exhaust regulations
  - Parking
  - Industrial quality equipment and furnishings by 2nd quarter of FY 2010

Training Facility/Area

The planning team identified the need for a training facility where Fire Suppression, Vehicle Rescue, Pumper Operations, Hazardous Materials, and other training can be accomplished. It is imperative that we address and educate the Command on our needs and requirements for training so they can assist us in getting a facility that suites our needs.

Objectives

- Educate the Command on the need for a training facility
- Incorporate state-of-the-art technology
- Select and acquire the necessary property
- Ensure facility is adequate to perform multiple tasks such as vehicle extraction, pump testing, etc.

Action Plan

- Perform an assessment needs as a department by 3rd quarter of FY 2009
- Finalize location with assistance of the Command by FY 2010
- Secure funding by FY 2011
- Build facility and have in service by FY 2013

Glossary

Ambulance

A vehicle used for transporting sick or injured people to and from places of treatment for an illness or injury.

DA form 5376

A form used to track employees training within specific areas.

Directorate of Installation Services

They provide and maintain Fort Detrick with the highest level of engineering, maintenance, utilities, housing, transportation, mail, freight, hazardous materials, master planning, government vehicle and supply management affordable in an era when the government's resources and budget are being reduced.

Directorate of Information Management

They provide command, control, communications, and computer information management support to the installation. It is charged with support of the network infrastructure, telephone services, electronic mail, internet availability, helpdesk operations, server hosting and consolidation services, and information assurance. The Directorate also supports records management and visual/audio/graphics services for the installation.

Engine

A fire service apparatus designed to assist in fighting fires by transporting firefighters to the scene and providing them with access to water and other equipment.

Fire Apparatus, Fire Engine, Fire Truck, or Fire Appliance

A vehicle designed to assist in fighting fires, by transporting firefighters to the scene, and providing them with access, water or other equipment. In some areas, the terms fire engine and fire truck represent different types of fire fighting apparatus.

Frederick County Emergency Communications Center

The nerve center of an area's of emergency services. Resources in the field communicate, often via radio, mobile data terminal, or mobile phone to dispatchers who then effectively manage the emergency resources for the area.

Fire Protection Operational Readiness Inspection

Reviews and recommends allocation of fire protection resources.

Mutual Aid Agreement

Many State, Tribal, and local governments and private nonprofit organizations enter into mutual aid agreements to provide emergency assistance to each other in the event of disasters or emergencies. These agreements often are written, but occasionally are arranged verbally after a disaster or emergency occurs. This policy addresses both written and verbal mutual aid agreements and the eligibility of costs under the Emergency Management Assistance Compact.

National Fire Protection Association

The authority on fire, electrical, and building safety.

Risk Management Plan

A document prepared by project manager to foresee risks, to estimate the effectiveness, and to create response plans to mitigate them. It also consists of the risk assessment matrix.

US Army Corps of Engineers

Responsible for investigating, developing and maintaining the nation's water and related environmental resources. A great source for hydrographic information.

Voluntary Protection Programs

Designed to recognize and promote effective safety and health program management.