

ROANOKE COUNTY FIRE & RESCUE DEPARTMENT



STRATEGIC PLAN

2023 • 2024 • 2025

MESSAGE FROM THE FIRE CHIEF

It is with great pride and humility that I introduce the strategic plan for the Roanoke County Fire & Rescue Department for 2023 through 2025. This is the first strategic plan for the Roanoke County Fire & Rescue Department. This plan was developed by a comprehensive committee, consisting of career staff, volunteers, and internal and external stakeholders. They received and analyzed input from employees, volunteers, community business leaders, and partners. Using this information, a mission, vision, and values statement were developed for the department. Additionally, we identified four strategic initiatives that represent our overall priorities. The strategic initiatives are as follows:

1. Create a team environment through personal engagement and commitment.
2. Align technology infrastructure to support personnel and growth.
3. Continuously strengthen service response and delivery to improve public safety.
4. Assure facilities, apparatus, and equipment meet the needs of the department and the community.

These four strategic initiatives have eleven associated goals that will help us in advancing the department. This plan will serve as a roadmap for decision-making, asset allocation, funding requests, and the overall advancement of the Roanoke County Fire & Rescue Department for the next three years. While this plan is the first for our department, it will not be the last. We will continually update, analyze, and be looking for better ways to provide superior customer service to those in need.

Travis Griffith
Chief of Fire & Rescue



Strategic Initiative 1:
**CREATE A TEAM ENVIRONMENT
THROUGH PERSONAL
ENGAGEMENT AND COMMITMENT**

Strategic Initiative 2:
**ALIGN TECHNOLOGY
INFRASTRUCTURE TO SUPPORT
PERSONNEL AND OPERATIONAL
GROWTH**

Strategic Initiative 3:
**CONTINUOUSLY STRENGTHEN
SERVICE RESPONSE AND DELIVERY**

Strategic Initiative 4:
**IMPROVE FACILITIES, APPARATUS,
AND EQUIPMENT**

ROANOKE COUNTY FIRE & RESCUE DEPARTMENT

MISSION • VALUES • VISION

Mission

To save and protect lives and property.

Values

We are dedicated to the values of:

Professionalism

We demonstrate professionalism through our commitment to excellence.

Integrity

We exemplify integrity through honesty, accountability, and respect.

Courage

We demonstrate courage in the presence of fear, danger, and adversity.

Compassion

We serve in a manner that is compassionate to the diverse needs and situations of others.

Vision

Our department is a progressive, innovative, and proactive agency committed to providing solutions for public safety, and the best life possible for those we serve as well as our personnel.

STRATEGIC INITIATIVE 1 CREATE A TEAM ENVIRONMENT THROUGH PERSONAL ENGAGEMENT AND COMMITMENT



STRATEGIC INITIATIVE 1: CREATE A TEAM ENVIRONMENT THROUGH PERSONAL ENGAGEMENT AND COMMITMENT

GOAL 1: IMPROVE PERSONNEL RECRUITMENT

Objective	Target Date
Create and operationalize a personnel recruitment work group	2023
Develop and implement a recruitment plan that highlights positive attributes of the department and the community	2024
Review and revise entry qualifications to meet industry standards	2023
Evaluate and adjust the application process to make it more conducive for applicants	2024

GOAL 2: DEVELOP AND IMPLEMENT A COMPREHENSIVE PERSONNEL RETENTION STRATEGY

Objective	Target Date
Complete a historical review to identify trends in resignations and retirements	2023
Complete a 5-year internal employment forecast	2023
Review and update the RCFRD organizational structure and corresponding job responsibilities for each position to identify required position competencies	2024
Establish a mentorship program for personnel	2024

STRATEGIC INITIATIVE 1: CREATE A TEAM ENVIRONMENT THROUGH PERSONAL ENGAGEMENT AND COMMITMENT

GOAL 3: CREATE A PERSONNEL DEVELOPMENT PROGRAM

Objective	Target Date
Identify and implement pertinent training for all positions to promote personal growth	2025
Develop and implement training that is accessible, effective, and efficient	2024

STRATEGIC INITIATIVE 2

ALIGN TECHNOLOGY INFRASTRUCTURE TO SUPPORT PERSONNEL AND OPERATIONAL GROWTH



STRATEGIC INITIATIVE 2: ALIGN TECHNOLOGY INFRASTRUCTURE TO SUPPORT PERSONNEL AND OPERATIONAL GROWTH

GOAL 1: ENHANCE TECHNOLOGY IN EMERGENCY RESPONSE TO IMPROVE PERSONNEL SAFETY

Objective	Target Date
Establish and operationalize a work group to research new technology advancements and trends	2024
Evaluate the use of foam during fire operations	2024
Enhance the use of chemical monitoring systems	2023
Strengthen the effectiveness of the use of drones in overall emergency response	2024

GOAL 2: ENHANCE INTER-AGENCY COMMUNICATION SYSTEMS

Objective	Target Date
Evaluate and update the paging and alerting systems	2024
Improve and strengthen the source of connectivity for all apparatus	2024
Evaluate the concept of a regional dispatch and alerting system	2025

STRATEGIC INITIATIVE 3

CONTINUOUSLY STRENGTHEN SERVICE RESPONSE AND DELIVERY TO IMPROVE PUBLIC SAFETY



STRATEGIC INITIATIVE 3: CONTINUOUSLY STRENGTHEN SERVICE RESPONSE AND DELIVERY TO IMPROVE PUBLIC SAFETY

GOAL 1: STRENGTHEN COMMUNITY PARTNERSHIPS TO IMPROVE INTER-AGENCY OPERABILITY

Objective	Target Date
Continuously evaluate and revise mutual aid agreements	On-going
Enhance agreements with community partners to improve prevention and recovery efforts	On-going

GOAL 2: ENSURE STATION LOCATIONS AND STAFFING LEVELS OPTIMIZE SERVICE DELIVERY

Objective	Target Date
Conduct a comprehensive station location study	2024
Develop a staffing plan model that incorporates historical data, trends, and future predictions	2024

GOAL 3: IDENTIFY AND IMPLEMENT BEST PRACTICES FOR SERVICE DELIVERY

Objective	Target Date
Evaluate utilization of ALS/BLS apparatus	2025
Establish a data-driven approach to all call responses	2025

STRATEGIC INITIATIVE 3: CONTINUOUSLY STRENGTHEN SERVICE RESPONSE AND DELIVERY TO IMPROVE PUBLIC SAFETY

GOAL 4: ENHANCE PUBLIC AWARENESS CAMPAIGN

Objective	Target Date
Develop and implement a data driven process for identifying quarterly trends by magisterial districts	2023
Create and operationalize a public safety awareness work group	2024
Identify opportunities to collaborate with other public safety and community agencies for PSAs	2024

STRATEGIC INITIATIVE 4

ENSURE FACILITIES, APPARATUS, AND EQUIPMENT MEET THE NEEDS OF THE DEPARTMENT AND THE COMMUNITY



STRATEGIC INITIATIVE 4: ENSURE FACILITIES, APPARATUS, AND EQUIPMENT MEET THE NEEDS OF THE DEPARTMENT AND THE COMMUNITY

GOAL 1: ENSURE ALL FACILITIES, APPARATUS, AND EQUIPMENT MEET THE NEEDS OF THE DEPARTMENT AND THE COMMUNITY

Objective	Target Date
Conduct a personnel survey to identify desired functional capabilities of each station	2023
Conduct a survey of each station to identify the existing functional capabilities	2023
Develop and implement a plan for updating each station to meet the desired functional capabilities	2024

GOAL 2: ENSURE ADEQUATE FACILITIES, APPARATUS, AND EQUIPMENT TO SUPPORT THE ECONOMIC DEVELOPMENT INITIATIVES FOR ROANOKE COUNTY

Objective	Target Date
Develop a comprehensive life-cycle replacement schedule for personal protective and other equipment	2025
Establish a process for actively engaging in each economic development initiative for Roanoke County	2025
Establish a process for actively engaging with regional and state-wide economic development initiatives	2025