

CITY OF FAIRFAX FIRE DEPARTMENT 2024 – 2028 STRATEGIC PLAN



PREPARING TODAY TO PROVIDE A SAFER TOMORROW.



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*City of Fairfax
Fire Department
Taking Pride in Excellence*

*John O'Neal
Fire Chief*



A Message from the Fire Chief

On behalf of the men and women of the City of Fairfax Fire Department, it is my honor to present our Fiscal Year 2024-2028 Strategic Plan. We strive for excellence, and this plan helps provide direction on how we operate as an organization and improve over the next five years. Incorporating input from external and internal stakeholders, our strategic planning team reviewed and updated our mission statement, vision, and core values, which serve as the foundation for all future actions and decisions.

This strategic plan is the culmination of a process that began in September 2022 and was completed in July 2023. Through community and internal stakeholders' feedback, the department identified strategic initiatives in providing life safety and emergency services; safe and reliable apparatus, equipment, and facilities; human resources; health, wellness, and safety; and community risk reduction and hazard mitigation.

I would like to personally thank the community members who participated in our electronic survey instrument. The department exists to serve the community; your valued input will help us continually improve the services we deliver to our citizens, business, and visitors.

I would also like to thank our elected officials, past and present, city senior leadership, and planning commission members for their continued support for our life safety, mitigation, and emergency service delivery programs, along with our human resource and capital needs.

Finally, my sincere thanks to all the men and women of our department for their continued efforts to provide the best possible services to our community. This strategic plan helps provide a roadmap towards improving services, fulfilling our mission, and continually striving for excellence in everything we do.

Sincerely,

A handwritten signature in black ink that reads "John O'Neal".

John O'Neal, Fire Chief

Department Overview

The City of Fairfax Fire Department (CFFD) is a combination department comprised of career employees with the support of the Fairfax Volunteer Fire Department, Inc. (FVFD) volunteer members. The departments provide emergency and non-emergency life safety services to more than 24,000 city residents and automatic aid to Fairfax County, including the Fairfax campus of George Mason University (GMU).



The City of Fairfax Fire Department is part of the Northern Virginia Regional Response System, an automatic aid system that includes the City of Alexandria, Arlington County, Fairfax County, Prince William County, Loudoun County, Metropolitan Washington Airports Authority, City of Manassas, Fauquier County, City of Manassas Park, Quantico Marine Base, Stafford County, Fort Belvoir, Mount Weather, and Fort Myer Fire Department. The Fire & Rescue Departments of Northern Virginia, in conjunction with the CFFD, aim to provide the Northern Virginia region with the best possible emergency services through shared use of resources and coordinated emergency response.

In addition to the public safety partnerships highlighted above, the CFFD is engaged in strong collaborative relationships with all city departments, elected officials, the City of Fairfax Public Schools, Fairfax County government, American Red Cross, Fairfax County Sheriff's Office, GMU, and GMU PD.

The CFFD is functionally divided into three divisions, or budget cost centers: administration, operations, and code administration.

Fire administration is generally responsible for the departmental budget, hiring and promotional processes, professional development, program management, grant administration, community paramedicine, emergency management, and disaster planning. The fire administration division maintains the partnership with the Fairfax Volunteer Fire Department, Inc. The division is staffed with seven full-time equivalent (FTE) personnel.



The fire operations division provides emergency and non-emergency services from two strategically located fire stations. The operations division is authorized for 63 FTE personnel, providing 24-7 coverage, with each of the three shifts assigned 21 personnel, with a minimum staffing level of 17 personnel per shift.

Fire Station 3 is located at 4081 University Drive. The station houses the following front-line apparatus:

- Battalion 443
- Foam Engine 403
- Tower Ladder 403
- Medic 403



Fire Station 33 is located at 10101 Fairfax Blvd. The station houses the following front-line apparatus:

- Rescue Engine 433
- Medic 433
- Swift Water 433 (cross-staffed unit)



The department maintains a training facility located at 9650 Colonial Ave. The training facility includes a vehicle storage area, a classroom area with locker space, showers, a kitchen, a burn building with a training tower, a rapid intervention house training prop, and a concrete pad area for extrication training.

The training facility houses the following apparatus:

- Foam Support Unit and high-capacity nozzle trailer
- Reserve Rescue Engine
- Reserve Foam Engine
- Two Reserve Medic Units
- Joint FD/PD Mobile Command Post

The code administration division is responsible for the building official's office, building code administration, building plan reviews, building and trade permits, new construction inspections, fire marshal's office, fire code administration, fire prevention inspections, investigations, fire and life safety education, and property maintenance inspections. The code administration division is authorized for 15 FTE personnel.



The Strategic Planning Process

A strategic plan is a living management tool that provides short-term direction and builds upon identified strengths and shared vision, documented goals, objectives, and accomplishments. This document also optimizes internal and external resources to accomplish the mission.

In the fall of 2022, the department set out to update its strategic plan after tracking many successes from the published Fiscal Year 2019-2023 Strategic Plan. The department’s plan was to establish realistic goals and objectives using internal and external stakeholder input to chart the course for continued future success.

Community-Driven Strategic Planning

External Stakeholder Input

A key element of delivering services and doing business in our community is having high citizen and customer satisfaction – and exceeding their expectations. In order to dedicate time, energy, and resources to deliver effective emergency services, it is essential to understand what’s important to the citizens. After consulting with several local business and community leaders, the department sought community input electronically to maximize participation.

In collaboration with the city’s communications and marketing office, the department crafted an electronic survey tool to solicit input on services important to the community and the level of satisfaction with existing services. The survey was posted on the city’s Engage Fairfax website for 30 days. The survey link was advertised on social media, emailed to community associations, and advertised in print, encouraging citizen participation. The webpage had 174 aware visitors and 121 informed visitors, with 26 individuals registering and providing feedback during the open participation period.

The results generally represented a high level of satisfaction with the services provided to the community. This chart represents the public’s perception of rank order importance for services provided by the department:

Services	Ranking
Fire suppression	1
Emergency medical services	2
Rescue (vehicle crash extrication, rope rescue, swift water rescue)	3
Community risk reduction (fire code inspections and enforcement)	4
Fire investigations	5
Community paramedicine (mental health crisis response, senior visits, assisting the unhoused, connecting those in need with services)	6
Public fire and life safety education (smoke detector installation, CPR, stop the bleed, elementary and summer camp safety programs)	7
Domestic preparedness planning and mitigation	8

See Appendix I for the complete listing of community expectations, areas of concern, and positive comments.

In addition to the formal community survey, the department receives regular feedback from the elected body during the budget proposal and adoption process on desired programs and services. The planning commission actively participates in the annual and capital budget forecasting by vetting, prioritizing, and endorsing proposed capital improvement projects. The department also receives regular positive and negative feedback electronically via email. Informally, the department receives general feedback at public events, speaking engagements with service clubs, and community association meetings.

Internal Stakeholder Input

In early 2023, the fire chief solicited input from all department members across all rank levels, tenure, experience, divisions, and varying perspectives. The focus of the meetings was to seek input and suggestions on the existing mission, vision, and core values. Additionally, lengthy discussions occurred soliciting the department’s perceived strengths, weaknesses, opportunities, and threats (SWOT).

The meetings occurred on the following dates:

Shift/Location	Date
Station 3 – B Shift	02/07/2023
Station 33 – B Shift	02/07/2023
Station 3 – A Shift	02/08/2023
Station 3 – C Shift	02/10/2023
Station 33 – C Shift	02/10/2023
Station 33 – A Shift	02/13/2023
Code Administration & OEM	03/10/2023
Administration Staff	03/10/2023

After the meetings, the fire chief encouraged members to submit additional thoughts or other comments electronically.

Paraphrased comments from the internal SWOT analysis are in Appendix II.

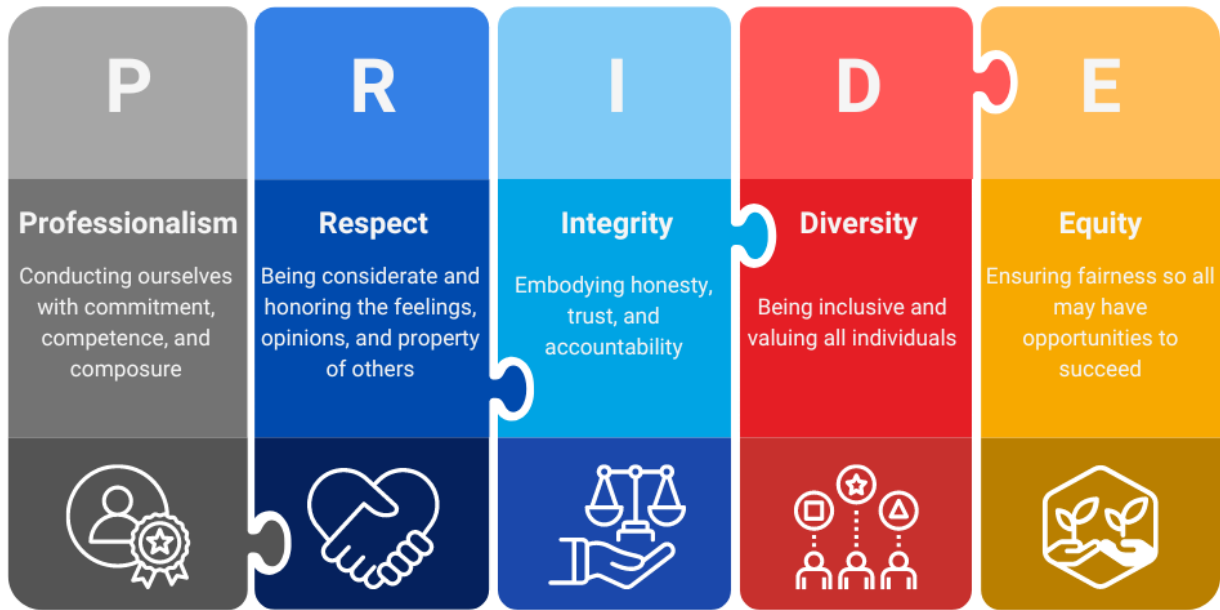
Following the stakeholder input, a smaller focus group met, revisited, and revised the mission statement, vision statement, and core values based on the larger group discussions. The revised statements and values were determined to be aligned with the city’s vision, organizational values, and 2022-2024 city council strategic goals, listed in Appendix V.

Mission

To protect our community through risk reduction, readiness, response, and recovery.

Core Values

P.R.I.D.E. ...in action



Vision

Preparing today to provide a safer tomorrow.

Strategic Initiatives

After reviewing the agency’s critical issues, needs, and service gaps, the following initiatives were identified by command staff and program managers as the foundation for developing goals and objectives to pursue continuous improvement.

Goal 1: Continue to provide and improve life safety and emergency services.

Objective 1.1 Evaluate and enhance the effective deployment of resources.

Assigned: Fire chief

Support: Assistant chief of operations, information technology, Fairfax County Fire & Rescue, and the Public Safety and Transportation Operations Center (PSTOC).

Tasks	Time Frame
Continue to work collaboratively with County PSTOC/ECC and County Fire Rescue to reduce call processing times.	FY24
Analyze, evaluate, document, and publish total response times quarterly.	Quarterly
Evaluate, document, and publish to the AHJ total response time gap analysis for each service classification.	Annually
Analyze, evaluate, document, and publish total response times by zone box.	Annually

Objective 1.2 Continue to enhance the delivery of fire suppression services.

Assigned: Assistant chief of operations

Support: Battalion chiefs, captains, and lieutenants

Tasks	Time Frame
Better leverage the First Due application for pre-incident planning, including increased user training, improved assigning/scheduling of occupancies, and assignment accountability.	FY24
Improve the after-action review process and lessons learned by seeking internal stakeholder input, revising, and publishing the updated operational procedure.	FY24
Improve area familiarization training to enhance fire operations.	FY24
Develop a transition plan to implement alcohol-resistant synthetic fluorine-free foam (AR-SFFF) and delivery platform.	FY24
Conduct annual, formal, and documented appraisal of the overall suppression program.	Annually

Objective 1.3 Continue to enhance the delivery of emergency medical services.

Assigned: EMS battalion chief

Support: EMS lieutenants, community paramedic

Tasks	Time Frame
Perform annual program appraisal evaluating procedures, protocols, data, metrics, and outcomes.	Annually
Perform QA/QI data/compliance evaluations.	Quarterly
Conduct a CAAS accreditation standards assessment to evaluate the performance and effectiveness of the EMS program.	FY24
Evaluate the need for a peak-time medic unit based on unit availability/reliability, projected population increases, unit hour utilization, and employee workload/fatigue considerations.	FY25
Advocate for adding three EMS captain/advanced practice paramedic positions to allow greater supervision on critical incidents, expansion of the community behavioral health response program, advanced practice capabilities, and management of EMS administrative programs/projects.	FY25
Conduct annual, formal, and documented appraisal of the overall EMS program.	Annually

Goal 2: Continue to support and improve safe and reliable apparatus, equipment, and facilities for effective life safety and emergency service delivery.

Objective 2.1 Continue to strengthen the apparatus and vehicle replacement and maintenance programs.

Assigned: Assistant chief of operations

Support: Executive apparatus committee, fleet assigned battalion chief, fleet service manager, and program managers

Tasks	Time Frame
Continue to support through the CIP process the replacement of apparatus and staff vehicles based on the fleet division’s replacement schedule. (Appendix III)	Annually
Develop foam apparatus and equipment specifications for AR-SFFF in collaboration with the foam transition plan.	FY24
Select an apparatus committee and plan for the replacement of the medic unit. (324)	FY24
Conduct pre-construction factory meetings for the replacement foam engine. (August 2024)	FY25
Finalize specifications and conduct pre-construction factory meetings for the replacement tower ladder. (October 2024)	FY25

Assess and ensure apparatus specification designs consider future needs of the EMS service delivery in relationship to updated regulations, technology demands, and industry best practices for liability mitigation.	FY25
Conduct the final factory inspection process for the replacement foam engine. (Projected late CY25)	FY26
Conduct the final factory inspection process for the replacement tower ladder and develop a plan for equipment mounting. (Projected late CY25)	FY26
Select an apparatus committee and plan for the replacement of the rescue engine. (335)	FY28
Select an apparatus committee and plan for the replacement of the medic unit. (322)	FY28

Objective 2.2 Continue to strengthen the equipment and tools replacement and maintenance programs.

Assigned: Assistant chief of operations

Support: Program managers

Tasks	Time Frame
Evaluate current EMS and future equipment to explore future service expansion, including cardiac monitors, ultrasound devices, IV pumps, ventilators, lab devices, and telehealth platforms.	FY24
Develop an EMS equipment replacement schedule for all items requiring ongoing costs, maintenance, and capital improvement requests.	FY24
Recommend the replacement of the training center breathing air compressor in the CIP.	FY25

Objective 2.3 Continue to strengthen the facilities planning, maintenance, and improvements to ensure our buildings provide effective emergency services and to improve the health, safety, and welfare of our personnel and visitors.

Assigned: Fire chief, assistant chiefs

Support: Facilities battalion chief, facilities captains

Tasks	Time Frame
Upgrade and install security cameras and video equipment at both fire stations.	FY24
Upgrade video conferencing equipment at Station 3.	FY24
Continue and complete the Station 3 feasibility study and present findings to the mayor and city council. Funded in the FY22 CIP.	FY24
Acquire land for the proposed Station 3 replacement site.	FY24

Ensure facility designs consider future needs of the EMS supply storage, updated regulations, technology demands, industry best practices, and future EMS service delivery.	FY24
Assess and evaluate the need for a fire protection/sprinkler system at the rapid intervention team (RIT) house.	FY24
Assess and evaluate the burn building/training tower for future use.	FY24/25
Award the design contract for the proposed Station 3 replacement.	FY24/25
Evaluate equipment and apparatus storage locations and needs.	FY25
Award a construction contract for the proposed Station 3 replacement.	FY26
Conduct a formal and documented appraisal of the overall physical resources program.	Annually

Goal 3. Continue to improve recruitment, retention, promotional, and other human resource-related programs supporting an inclusive, qualified, and diverse workforce.

Objective 3.1 Continue to evaluate and strengthen the new hire recruitment process.

Assigned: Fire chief, assistant chiefs

Support: Battalion chiefs, training captain, shift subject matter experts, human resources

Tasks	Time Frame
Expand EMS recruitment efforts by participating in and establishing recruitment tables at regional and state EMS conferences along with paramedic education and certification programs.	FY24
Evaluate paramedic-only hiring processes and training programs for fire certifications.	FY24
Develop the advertising and process of EMS lateral hiring and compensation to improve the recruitment of qualified individuals.	FY24
Identify and implement strategies to increase a diverse and qualified applicant pool for all divisions and positions.	FY25

Objective 3.2 Continue to evaluate and strengthen the human resource policies and retention incentives.

Assigned: Fire chief, assistant chiefs

Support: Battalion chiefs, human resources, finance

Tasks	Time Frame
Update job descriptions for EMS lieutenants to identify the focus on training, leadership, and supervision.	FY24

Create the job description for the proposed EMS captain/advanced practice paramedic positions.	FY24
Assess and evaluate sworn employee retirement benefits in collaboration with human resources, finance, and police as part of an overall recruitment and retention strategy.	FY24
Evaluate ALS incentive pay and other special pay incentives, such as language or SCBA technician pay, as part of the overall retention strategy.	FY24/25

Objective 3.3 Continue to evaluate and strengthen the workforce needs, professional development, succession planning, and promotional processes.

Assigned: Fire chief and assistant chiefs

Support: Battalion chiefs and shift subject matter experts

Tasks	Time Frame
Develop an EMS leadership career progression plan to allow employees to specialize in EMS and progress through all organizational ranks.	FY24
Identify and train individuals to manage the First Due program as part of succession planning efforts.	FY24
Identify a transition and training plan for the next apparatus battalion chief as part of succession planning efforts.	FY24
Evaluate, develop, and formalize a career development path/plan in alignment with job descriptions.	FY24
Develop and implement a defined career path for civilian code administration employees.	FY24
Evaluate, assess, and revise as needed the promotional process by utilizing internal and external stakeholder input.	FY25
Evaluate the content of current suppression-based promotional processes to include future EMS leadership roles.	FY25
Continue to evaluate workforce needs and conduct workload analysis to include 24/7 EMS supervision & mental health crisis response, peak time medic unit, logistics personnel, administration support, community risk reduction specialist, emergency management specialist, and command aides. (Workforce Needs Projection - Appendix IV)	Annually
Conduct a formal and documented appraisal of the overall human resources program and its impacts on meeting human resource objectives.	Annually

Goal 4. Continue to support and foster a workforce that promotes a culture of health, safety, and wellness.

Objective 4.1: Continue improving employee wellness and member fitness through education and training.

Assigned: Assistant chiefs, health and safety assigned battalion chief

Support: Battalion chiefs, shift-assigned subject matter experts

Tasks	Time Frame
Identify gaps in human performance training and develop a plan to capitalize on future training opportunities to address the department’s needs.	FY25

Objective 4.2 Continue to improve PPE and all safety programs.

Assigned: Assistant chiefs, health and safety battalion chief

Support: PPE manager, facilities manager, fleet manager, EMS battalion chief

Tasks	Time Frame
Continue to evaluate, develop, and refine the special operations and structural PPE replacement plans.	FY24
Continue to evaluate and refine the internal PPE cleaning and inspection processes.	Annually
Ensure all PPE wear trials are conducted following NFPA guidelines.	Annually
Collaborate with the county and advocate for a tiered response system to determine emergency vs. non-emergent medical response to allow the adoption of a “No Lights” response method to minimize the risk to providers, patients, and the community.	FY26
Conduct a formal and documented appraisal of the overall health and safety program and its impacts on meeting objectives.	Annually

Goal 5. Develop and implement a training and professional development program that improves performance and outcomes.

Objective 5.1 Continue to improve fire training systems and processes.

Assigned: Training captain

Support: Shift suppression lieutenants

Tasks	Time Frame
Evaluate and identify officer educational needs to develop and implement an officer continuing education program.	FY24

Evaluate and identify certification training needs to seek and host VDFP training courses.	FY24
Evaluate and identify gaps in operations at multifamily dwellings fires to develop and implement a training plan.	FY24/25
Conduct a formal and documented appraisal of the overall training program and its impacts on meeting objectives.	Annually

Objective 5.2 Continue to improve EMS training systems and processes.

Assigned: EMS Battalion chief

Support: Shift EMS lieutenants

Tasks	Time Frame
Evaluate and update the ALS intern program to ensure consistency, objectivity, and equity among all candidates.	Annually
Adopt FTEP methodology, including a universal training schedule, objective Likert scale evaluation method, and more frequent evaluations.	FY24
Ensure all EMS lieutenants are FTEP-trained instructors and NAEMSE EMS Educators.	FY25
Evaluate and update the medic move-up officer training program to better prepare EMS leaders.	Annually
Update the medic move-up officer training program to incorporate more in-station-focused exercises, such as drill delivery, internship delivery, evaluation completion, and counseling scenarios.	FY25
Add crisis intervention and verbal de-escalation training to the move-up officer training program.	FY25
Expand the medic move-up officer evaluation process through cognitive, scenario, and observed performance evaluations utilizing an objective, Likert scale method.	FY25
Conduct a formal and documented appraisal of the overall EMS training program and its impacts on meeting objectives.	Annually

Objective 5.3 Continue to improve flammable liquids fire training and other special operations training systems and processes.

Assigned: Training captain

Support: Shift suppression lieutenants, flammable liquid assigned battalion chief

Tasks	Time Frame
Conduct annual tank farm drills for bulk storage-related incidents.	Annually
Request funding and ongoing funding to support personnel attending flammable liquids fire classes at Texas A&M Extension Service (TEEX).	FY25
Add flammable liquid firefighting strategy and training to the officer development process.	FY25

Goal 6. Strengthen the community risk reduction, hazard mitigation, and disaster preparedness programs.

Objective 6.1 Continue to strengthen outreach programs to reduce risk and improve health in the community.

Assigned: Assistant chief code administration, EMS battalion chief

Support: Emergency management, fire operations, FVFD, city risk reduction, city schools, human services

Tasks	Time Frame
Continue to expand the community paramedic program to ensure healthcare accessibility and equity among all community members by increasing partnerships and expanding hours of operation.	FY25
Work collaboratively with the Fairfax Volunteer Fire Department and other non-profit organizations to expand the Hands-Only CPR program to deliver more outreach opportunities in the community, increasing the availability of bystander CPR while striving to become a “Heart Safe” community.	FY24
Collaborating with administration and operations, evaluate, analyze, and update the department’s community risk assessment standard of cover document.	FY24
Work collaboratively with public works, transportation, and police to evaluate the “Mission Zero” initiative to decrease the potential for pedestrian, bicycle, and dockless mobility struck incidents.	FY25
Continue to support and provide health risk reduction efforts to include CPR, stop the bleed, fall prevention surveys, medication checks/disposal, and residential know box programs, and document these activities in the annual program appraisal.	Annually

Conduct a formal and documented appraisal of the overall community risk reduction and public education programs and impacts on meeting objectives.	Annually
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Objective 6.2 Continue to build and improve a culture of preparedness.

Assigned: Deputy EM coordinator

Support: Emergency management specialist, fire chief

Tasks	Time Frame
Evaluate, design, and implement inclusive preparedness initiatives and programs.	FY24
Evaluate, revise, and test preparedness plans, including the EOP.	FY25

Objective 6.3 Continue to improve city-wide readiness to respond and recover from natural and manmade disasters.

Assigned: Deputy EM coordinator

Support: Emergency management specialist, fire chief

Tasks	Time Frame
Evaluate the community’s emergency and disaster educational needs and develop a targeted outreach program to address the gaps.	Annually
Continue to provide severe weather alerts, storm spotter training, and maintain the NWS Storm Ready designation.	FY25
Provide COOP planning guidance to city departments and partner agencies and revise/update the plans.	FY26
Continue to conduct tabletop exercises before city-sponsored large special events.	Annually

Objective 6.4 Continue to strengthen EOC operations and training.

Assigned: Deputy EM coordinator

Support: Emergency management specialist, fire chief

Tasks	Time Frame
Conduct a minimum of one in-person EOC exercise.	Annually
Conduct alert notification system tests and WEBEOC drills.	Quarterly

Expand emergency management training opportunities in Target Solutions and other partner training institutions such as FEMA, EMI, and VDEM.	Annually
Conduct a formal and documented appraisal of the overall disaster preparedness and emergency management program and its impacts on meeting objectives.	Annually

Objective 6.5 Continue to strengthen the capabilities of the Code Administration Division through the city-wide plan review strategic initiatives, collaboration, and building department accreditation process.

Assistant: Assistant chief code administration

Support: Assistant fire marshals

Tasks	Time Frame
Implement next steps of the plan review strategic initiatives including the hiring of the business analyst position.	FY24
Identify organizations that provide building code-related accreditation and create a matrix of benefit analysis. Select an organization to pursue accreditation.	FY24
Identify and obtain educational programs specific to the selected agency.	FY24/25
Gather and organize materials to satisfy requirements for accreditation.	FY24/25
Create an application for accreditation.	FY24/25
Continuously analyze, evaluate, and document updates to maintain the required records for accreditation.	Annually

Appendix I - External Stakeholder Feedback

The following are *verbatim* responses copied directly from the Engage Fairfax Strategic Planning Survey.

Please list up to five expectations you have for the fire department.

- Community preparedness education, trained and healthy and fit staff, <5 min response to emergencies, equipment and supplies well stocked for saving lives even in a mass casualty event, continual training in scenarios
- Timely response, trained staff, state-of-the-art equipment, reliability, dependability
- Timely response, good relations with nearby jurisdictions, professional, well-trained, diverse
- Focus on prevention over protection of community-minded staff. Personal over professional
- Timely response, trained staff, professional behavior, competent personnel, reliable equipment.
- Rapid response with proper equipment and qualified personnel to emergency situations (fires, accidents, etc.)
- Timely response, Trained Staff, Professional, Not racist or classist,
- Trained staff, timely response
- Trained staff timely response equipment that is sufficient to get the job done
- Timely response, we'll trained staff, state of the art equipment
- Timely response, trained staff, professionalism, state of the art equipment, community engagement
- Timely response, competent staff, highly motivated to help others, forward-leaning and willing to take reasonable risks, frequent community outreach
- 1. Highly trained staff 2. Professionalism 3. Timely response 4. Best possible equipment 5. Increased preparedness programs
- Timely response to requests for medical or other emergencies like fire, CO2 leaks. Emergency preparedness and survival at home in the event of a disaster that knocks out utilities and communications. What is the role of the closest fire department and what services would be available at the fire station for the public.
- Timely response. Professionalism Up-to-date equipment Medical services
- Timely response Trained staff. Increased preparedness for disasters Community outreach programs
- Timely responses and trained staff (with full staffing)
- Timely response, trained staff, long-term thinking about fire prevention with respect to climate change
- Timely response, state of the art equipment, large community presence
- Timely response, trained staff
- Timely response, no discrimination, trained staff, up to date equipment and availability
- Decreased time to respond. Increased mental health response training. Community Outreach with free fire preparedness resources and materials. Increased support for elderly in the community having fire safe homes.

- Timely professional response with the best available equipment.
- Timely response Trained staff Functional equipment Fire code enforcement
- Timely response, well trained
- Train staff to obfuscate the meaning of city code and to deceive the public. Train staff to use the treat of citation and color of law to intimidate the public into actions not supported by law/code.

Please list up to five concerns you have for the fire department.

The following are *verbatim* responses copied directly from the Engage Fairfax Strategic Planning Survey.

- Frequent fliers soaking up EMS time and funding, sending out highly trained response teams to other parts of the US or world that can do little once they get there, responding to calls of the uninsured, mental health emergencies, ability to get from here to there especially with mass casualty events
- Aging infrastructure, inadequate training, recruitment, and retention of trained staff.
- Response time in traffic, recruitment and retention, use of latest fire fighting technology, integration if volunteers
- Uninsured residents not understanding EMS waiver procedure Low percentage of Woman employees
- 1. adequate training of personnel; 2. adequate salaries for those personnel; 3. appropriate equipment
- Recruitment and retention of staff, EMS is overburdened by nuisance calls, lack of code enforcement
- Retention of staff, recruitment
- Fire fighters not being supported by management equipment not in good working order
- Retention of trained staff, demands in EMS, training
- Inadequate staffing
- Retention of trained staff 2. Staying competitive in region to recruit personnel 3. Demand on EMS due to increased mental health issues in the community, opioid epidemic 4. Aging infrastructure 5. Lack of funding for adequate training
- No concerns
- Burn out (no pun intended) Recruitment
- Recruitment and retention of trained staff Community outreach programs such as CPR, stop the bleed
- None
- Diversity in recruitment, retention of staff
- Invest in quality staff and equipment
- Demands on EMS. I would like to see more female firefighters
- Response time/availability due to increased population
- Recruitment, Retention, stress on staff, traffic and quick response time
- Reduce spending. Increased restrictions in building codes have reduced fires at a not insignificant cost. The reduction in fires should be reflected in the department's budget.

Please list up to five positive comments you have on the fire department.

The following are *verbatim* responses copied directly from the Engage Fairfax Strategic Planning Survey.

- Fairfax firefighters 1. Are professional and reassuring 2. Show up quickly 3. Coordinate well with police and other stations 4. Seem to train often, which is good 5. Engage well with the public
- Involved in community, professional
- Professional, good communications, modern equipment, well integrated regionally
- Department is very competent
- Equipment appears in good operation and personnel are enthused when interviewed at show & tell presentations.
- Little direct experience; responses seem to be good
- Responsive, courteous, helpful
- Haven't needed their service
- I've had almost no interactions with the department.
- Quick response, well trained Work so well together as a team, kind
- Demonstrated Professionalism
- I just moved to the area - no feedback yet!
- The few times I have called upon the fire department for help, it has always responded in a timely and professional manner.
- Well trained Compassion and kindness Timely responses Excellent medical services
- Responsive Well trained Caring Engaged in the community
- Thank you for supporting our community, I hope you receive the support you need to be as successful as possible for the good of fairfax city
- Glad they are here
- Positive experiences with interaction with EMS Staff.
- Fairfax station 33 is great. They have participated in many community events. I give them, especially firefighter Debbie for the wonderful tour that she and her colleagues gave Daisy GS Troop 55108.
- Timely response Professional personnel Well maintained stations and equipment Positive interaction during public events
- Love you guys and what you do for the community - thank you
- Divorce code enforcement from the fire department

Please share other thoughts and comments regarding the City of Fairfax Fire Department emergency services and programs offered to the community.

The following are verbatim responses copied directly from the Engage Fairfax Strategic Planning Survey.

- Relationships with Fairfax County are critical so each can leverage the other. Mental health, addiction, and medical frequent fliers could probably be handled better and cheaper with specialized resources and outreach to community help organizations.
- Is CPR training offered to community?
- While appearances are good there is no way I know of for us to assess true readiness.
- Their participation in community events - parade, Fall Festival - demonstrates their community involvement. Thanks!
- They come so quickly. Fabulous that they will change smoke detector batteries for those of us who are old. Not sure I would do it myself
- Need community engagement
- I'm looking forward to attending community outreach events, especially with my family.
- We are so lucky to have one of the best fire departments in the City of Fairfax.
- Great organization Well run and managed Would like to see more community outreach programs such as smoke detector checks and Fall prevention checks in the home, along with CPR, stop the bleed, and fire extinguisher classes at the station.
- Keep investing in this department, it is part of what makes Fairfax City the best.
- More outreach on Bicycle helmets especially for children before we have a community tragedy.

Appendix II - Internal Stakeholder Input

Internal Stakeholder Perceived Strengths

- Highly trained, dedicated, motivated, and compassionate staff
- Size as an organization allows for quicker changes
- Supportive of time off and light duty for personnel
- Robust automatic aid
- Family atmosphere
- Good apparatus, equipment, funding, and safety focus
- We do more with less
- Everyone contributes
- Compensation step program
- PPE cleaning program and a second set of PPE
- Ability to manage special projects
- Fleet services-timely repairs
- Diverse mastery of skills and education
- Community risk reduction and public education activities
- Service to the community
- Quality of move-up officers
- Ability to attend outside training
- Positive relationships with other departments
- Our staff
- Supportive and respectful to others
- Within code division, good communications
- Within code division, positive ambiance and work environment

Internal Stakeholder Perceived Weaknesses

- Limited budget for small tools and training
- Move-up process and move-up/officer experience level
- Slow implementation of health and wellness initiatives (EWARP)
- Lack of authority for program managers to effectively manage
- State retirement system (30 yr. vs. 25 yr.)
- Lack of overtime for training
- Lack of hosting VDFP classes
- Communications up/down chain is officer dependent
- Limited admin and logistics staff
- Mentoring program managers and officers
- Lack of assigned command aids
- Lack of computer automation, e.g., payroll, purchasing, permitting, inspections
- Growing pains with new technology implementation

- Mandatory overtime-burnout
- Facilities, e.g., Station 3 & training center
- Recruitment
- Succession planning
- Lack of FVFD participation
- Lack of OMD succession planning or co-OMD
- Lack of EMS advanced rank structure, e.g., EMS supervisors
- Basic skill degradation due to too many specialties, e.g., rescue engine, foam engine, swift water, tower ladder-rope
- Too many programs for a small department, e.g., like the skill degradation comment
- Lack of accountability by some officers
- Limited follow-up on some projects and programs
- Rescue engine, too much equipment and not user-friendly for firefighting ops
- Low ALS incentives and lack of other incentive pay
- Lack of OT for project management
- Lack of or limited community involvement by ops personnel
- Consistency across stations and shifts
- Limited ability for EMS LTs to maintain fire skills
- Within code, cross-departmental collaboration
- Within code, lack of operational policies
- Within code, limited career paths
- No year-round public education in schools

Internal Stakeholder Perceived Opportunities

- Increase overtime funding for off-duty program management
- Hire a dedicated logistics position
- Future new Station 3
- Improve officer mentoring and leadership development
- Re-evaluate-increase ALS incentive pay
- Improve recruitment activities, committees, job fairs
- Partnership with Fairfax 1-ridealongs
- The ability to specialize more-increase special team deployments (more people saw this as a weakness than an opportunity)
- Increase partnerships with FCFR & GMU
- Add Kelly days to our schedule
- Host more VDFP classes (Manassas Park was used as an example)
- Need for associate OMD
- Clear path direction for underfills
- Expand CRR activities and community paramedic programs
- Enhance/expand medical protocols
- Explore alternate work schedules

- Enhance retirement system (25-year VRS/LEOs)
- Evaluate foam response program/needs/platform
- Evaluate new uniforms
- Outfit reserve fire apparatus with a full complement of equipment
- Standardize graphic packages on apparatus/vehicles
- Create a forward-facing data dashboard
- Increase involvement in accreditation
- QA process for fire reports
- Do a better job on PIA's, lessons learned, and significant incident reports-county one-pagers
- Improve overall career development
- Formalize career path development
- Create one page of benefits for recruitment activities (HR function)
- Educate members more on ISO & accreditation
- Dedicated funding for foam program, grants
- Dedicated grant position
- Better leverage First Due technology more for inspections, pre-plans
- Add additional or peak-time medic unit
- Increase HR-related and finance-related courses for officer professional development
- Improve Rescue Engine succession planning and move-up process
- Explore EMS-only career path
- Expand participation in community events and host more events in the stations
- More face time with 4th floor staff
- Create more opportunities for advancement/career paths in code
- Improve collaboration with code, planning/zoning, and public works
- Improve cross-training in code
- Need for a dedicated CRR position
- Improve outreach for construction/development professionals
- Seek building code accreditation
- Conduct a comparative study on code fees/permit fees
- Improve public ed activities
- Improve/increase the use of administrative volunteers
- Improve public/private partnerships
- Improve Ems internships with EMS officers attending FTO training
- Enhance/improve DEI
- Alignment of the strategic plan with CRA-SOC
- Need for a third medic unit
- Assist FVFD to be successful
- Create an advanced career path within code
- Improve collaboration between code and other departments in the development review process

- Utilize the 911 simulator and new fire extinguisher trainer more
- Seek building code accreditation
- Continue to seek CRR specialist
- In code, develop outreach programs for developers
- Compare and analyze permit fees with other localities

Internal Stakeholder Perceived Threats

- The limited candidate pool for paramedics
- Increased call volume with high-density development and assisted living facilities planned, unit hour utilization
- Limited funding for training and overtime
- Generational challenges
- Recruitment and retention
- Relationship with partners, e.g., use of the rescue engine in the county
- Changes in the EMS model in the county and region
- Lack of marketing and fostering external relationships
- Loss of institutional knowledge with current and pending retirements
- Offering too many programs and services, mission creep, e.g., rope, swift water, UAS
- Skill degradation with too many programs
- Availability of county rescues surrounding the city
- EMS supply exchange, future budget implications
- Out-of-service time
- Forever chemical, foam program
- Lack of consistency with operations, new hire training, and rescue engine program
- Lack of succession planning
- Apparatus cost and supply chain issues, delivery times
- Lack of EMD use for low acuity calls by PSTOC to reduce call volume/wear on heavy apparatus
- Lack of translation services and language pay
- Lack of standardization on the rescue engine
- Emergency response to all calls versus non-emergent to low acuity calls
- Novel threats, active shooters, cyber-attacks, and home-grown extremism
- Changing community expectations
- Reliance on the county for resources and services
- Limited bench strength

Appendix III - Vehicle Replacement Schedule

City of Fairfax, Virginia - Proposed Capital Improvement Program FY 2024 to 2028

REQUEST FOR EQUIPMENT PURCHASE OR RENTAL					
Project Name: Fire Vehicle and Equipment Replacement FY24 thru FY28					
For Fiscal Year: 2024-2028		Cost			
Form of Acquisition				Per Unit	Total
X	Purchase	Total Estimated Cost		see below	\$5,943,000
	Rental/Lease	Plus, Installation or Other Charge			\$0
		Less, Trade-in or Other Discount			-
23	# of Units Requested	Net Cost or Rental			\$5,943,000
Purpose of Expenditure: Scheduled replacement; present equipment obsolete; replace worn-out equipment; reduce personnel time; expand service; new operation; increase safety for all fire equipment.					
Replaced Item(s)					
Item	FY Purchased	Age	Replacement Fleet	Purchase Cost	Funding Source
301-Chevrolet Tahoe	2013	11	Full Size SUV	70,000	General
305-Ford F-250 Pickup	2016	8	Full Size Truck	75,000	ARPA
312-Ford F-350 Pickup	2006	18	Full Size Truck	82,000	ARPA/General
330-Pierce Pumper Fire Truck	2008	16	Fire Truck	1,025,000	General
345-Chevrolet 3/4 Ton Utility Truck	2004	20	Investigation Trailer and Truck	112,000	ARPA/General
372-Zodiac Boat	2014	10	Inflatable Boat	18,000	General
377-Evinrude Boat Motor	2013	11	Boat Engine	9,000	General
FY2024 Replacement Total				\$ 1,391,000	
302-Chevrolet Impala	2013	12	Compact SUV	41,000	General
324-Ford F-550 Ambulance	2016	9	Ambulance	425,000	General
360-Ford F-700 Roll Off Bed	2006	19	Roll off truck	150,000	General
361-Foam Mobile Unit for Hook Hoist	2005	20	Mobile Foam Nozzle	150,000	General
363-W.Fire&Haz Foam Trailer	2004	21	Foam trailer	120,000	General
390-Kawasaki Mule Utility	2012	13	Utility Vehicle	45,000	General
394-Haulmark Bike Trailer	2008	17	Box Trailer	10,000	General
FY2025 Replacement Total				\$ 941,000	
337-Pierce Velocity Aerial Ladder Truck	2016	10	Tower Ladder Fire Truck	1,600,000	General
FY2026 Replacement Total				\$ 1,600,000	
343-Ford F-250 Pickup	2017	10	Utility Truck	83,000	General
353-Chevrolet Impala	2015	12	Compact SUV	35,000	General
354-Chevrolet Impala	2015	12	Compact SUV	35,000	General
378-Evinrude Boat Motor	2015	12	Boat Engine	10,000	General
FY2027 Replacement Total				\$ 163,000	
308-Ford Explorer	2018	10	Mid Size SUV	80,000	General
310-Ford F-350 Battalion Truck	2014	14	Battalion Command Truck	180,000	General
333-Pierce Rescue Engine	2012	16	Rescue Engine Fire Truck	1,500,000	General
342-Ford F-150 Pickup	2020	8	Full Size Truck	88,000	General
FY2028 Replacement Total				\$ 1,848,000	
TOTAL (FY2024-FY2028)				\$ 5,943,000	
Recommended Disposition of Replaced Items					
Possible Use by Other Depts.		Trade-In	Sale- X	Sale: 350,000	
Submitted by: Fire Administration		Date:			

Appendix IV - Projected Workforce Needs (From 02/11/2022)

Position Needs for FY 2023

COMPLETED - Community Paramedic/EMS Lieutenant (Master Fire Medic Upgrade)

Position Function and Departmental Needs Supported

The position creates an interdisciplinary and collaborative approach with human services and police to reduce repetitive 911 calls and hospital admissions for patients experiencing mental health crises, homelessness, substance abuse, and chronic medical diseases, and possibly avert incarcerations while connecting patients with the appropriate resources addressing existing gaps in our city and EMS system.

COMPLETED - Fire Medic (new position to backfill the community paramedic)

Position Function and Departmental Needs Supported

The position is requested to backfill the community paramedic position once that program is established to support the above-noted system and community gaps. A new FTE costs approximately \$106,340 in salary and benefits.

COMPLETED - EMS Battalion Chief (Upgrade existing captain position)

Position Function and Departmental Needs Supported

EMS represents 65-70% of all calls for service. Due to the complexity of the position, managing day-to-day EMS operations that includes but are not limited to updating medical protocols, data analysis, continuing medical education to maintain agency certifications, agency licensure, quality assurance and improvement, EMS billing, and managing protected health care information, it is believed the position warrants upgrade. The desire is to create a career path for EMS and not use the existing structure as a stepping stone back to suppression operations, hopefully improving the department's return on the invested professional development. This upgrade would be in alignment with neighboring jurisdictions' rank structures.

COMPLETED - Code Battalion Chief (Upgrade existing captain & lieutenant positions)

Position Function and Departmental Needs Supported

Due to the complexity of the work required for these positions, to improve supervision, accountability, and span of control within the division, the department is requesting to upgrade the current captain's position to battalion chief and one of the two lieutenant positions to captain creating a career path and structure. Similar to the EMS request, maximizing our return on the investment in the professional development required for these positions.

Position Needs for FY 2024

Billing & Management Analyst (upgrade)

Position Function and Departmental Needs Supported

The department requests that this position be upgraded to a professional and administrative grade 117 due to the complexity of tasks and duties, including grant management, social media content manager, HIPPA compliance, and supervisory duties.

COMPLETED - Administrative Assistant I

Position Function and Departmental Needs Supported

The department proposes a long-term temp position to add to the depth of the office, improve the span of control, delegations of duties, and continuity of operations when the billing & management analyst is out of the office. The approximate initial cost is estimated at \$33,200 for salary and benefits.

Permit Technician (upgrade rank structure to Tech 1, 2 & 3)

Position Function and Departmental Needs Supported

The department requests to add a rank structure to the existing permit technician structure based on certifications, education, specialty/technical duties, and front office decision-making. This recommendation was in the True Purpose Leadership review report.

Master Building Inspector (position upgrades)

Position Function and Departmental Needs Supported

The department requested to upgrade the senior building inspector classification as warranted based on education and certifications to have parity with the rank structure in the county. Addresses retention and creates an improved career path.

Fire & Life Safety Educator (new position - master firefighter)

Position Function and Departmental Needs Supported

The department requests to add a fire and life safety educator to improve our community risk reduction efforts and public outreach. This position was eliminated during the Great Recession, creating gaps in our community risk reduction programs. This position could collaborate and be an extension of the community paramedic program or training as a fire inspector to be cross-trained and utilized. An existing master firefighter would most likely fill the position and require the backfill of a firefighter position at approximately \$84,280 salary and benefits (FY22).

Logistics Technician (new temp position)

Position Function and Departmental Needs Supported

The long-term temporary position would assist with duties currently absorbed by operations personnel, including SCBA repairs, fleet-related duties moving vehicles, quartermaster ordering, and other related tasks. The position would enable operations personnel to concentrate on training and response duties, not collateral or administrative tasks. The initial salary is estimated at \$35,000.

Position Needs for FY 2025

EMS Captain (upgrade three EMS lieutenants)

Position Function and Departmental Needs Supported

The department requests to upgrade three EMS lieutenants to the rank of captain to perform shift EMS supervisor duties, including advanced level EMS skills on emergency incidents, shift EMS training, quality assurance, and advanced practice skills for community paramedicine. The EMS officers could be utilized as command aids for the battalion chief on

working first due incident responses. The request would require three new FTEs for fire medics to backfill the promotions at an approximate cost of \$319,020 (FY22).

Position Needs for FY 2026

Firefighter/Battalion Command Aid (Propose three new firefighter FTEs)

Position Function and Departmental Needs Supported

The department requests three firefighters to be utilized as the command aid for the battalion chief to enhance the focus on incident priorities, response, and scene safety and perform other assigned administrative tasks such as ensuring adequate shift staffing. The approximate cost of three new firefighters is \$252,840 (FY22).

Fire medic (Propose two new positions for peak-time medic unit)

Position Function and Departmental Needs Supported

Based upon projected growth in calls for emergency medical services, the department requests two new FTEs to work four 12-hour shifts of five 10-hour shifts. Peak-time medic units have proven to maintain response time goals with significant call growth and maintain an adequate unit hour utilization rate of existing units to allow for training, meal breaks, and help to prevent fatigue. The approximate cost of two new fire medics is \$212,680 (FY22).

Data Analyst-GIS Specialist (Proposed new FTE with support from IT)

Position Function and Departmental Needs Supported

The position would enhance response data analysis, mapping, accreditation, budget responsibilities, and assist with other human resource-related responsibilities. Placeholder projection is a grade 116-117.

Emergency Planner (Proposed new FTE)

Position Function and Departmental Needs Supported

The position would enhance emergency management planning, support, and overall bench depth in the office. Placeholder projections is a grade 113.

Position Needs for FY 2027

Lieutenant-Training Division (Upgrade position & new FTE backfill)

Position Function and Departmental Needs Supported

The position would enhance programs delivered by the training division to include new hire training, continuing education programs, assist with promotional exams, and increase usage of the training center. The backfill of a firefighter position is approximately \$84,280 salary and benefits (FY22).

CITY COUNCIL 2023-2024 TERM

VISION

The City of Fairfax has a strong, sustainable economy that supports a vibrant and equitable 21st century community.

GOALS

Economic Development

Take actions that result in a more diverse, balanced, and resilient economy through business attraction, expansion and retention to enable a business environment that supports the quality of life that our community expects.

Environmental Sustainability/Stewardship

Preserve, protect and improve our community's natural, cultural and historical resources as population growth, economic development/redevelopment and climate change create significant impacts.

Community

Strengthen our welcoming and safe community, known for its distinctive quality of life, through community engagement, connectivity, a safety net for those in need and exceptional City services.

Transportation

Create safe and efficient movement of pedestrians, cyclists, motorists, commercial vehicles and transit through the City and region via an intermodal system that is appropriately scaled, efficient, safe and convenient.

Governance

Maintain and strengthen long-term fiscal health through governance distinguished by a high-performing, innovative and community based system that is founded on open, multi-faceted communication with residents, businesses, and visitors; demonstrates accountability and responsiveness and is supported by a professional workforce.



Organizational Purpose

A livable connected community with exceptional services for all.

Our Public Service Mission

Advance our community's distinctive quality of life by delivering exceptional customer service, ensuring economic vitality, safety and health, sustainability, education, infrastructure, and cultural and recreational opportunities

City of Fairfax Core Values

Belonging –

- Value and seek out a diversity of talents, experiences, and backgrounds to enable us to maximize our employees' full talents and most effectively serve our diverse community
- Be open-minded and embrace different ideas to drive creativity, innovation, and optimal decision-making.
- Facilitate a culture that promotes equity, fairness, and inclusion in which all staff can bring their whole self to work and fully use their talents in service of our mission.
- Prioritize a cohesive, collaborative, connected work environment in which we feel valued and part of a team.

Safety –

- Advocate for and support the physical safety, wellness, and mental health of our community and workforce.

Compassion –

- Serve our community and each other with understanding, empathy, kindness, and respect.
- Appreciate and recognize each other for our contributions and service.

Integrity –

- Uncompromising adherence to ethical principles, fairness, and consistency
- Communicate with candor and honesty
- Hold ourselves and one another accountable in our efforts to provide responsive and thorough service.

Excellence –

- Strive for excellence to achieve the highest standards of service to our community and each other.
- Seek innovation, continuous improvement, and develop creative solutions for a more sustainable, livable, and connected community.
- Collaborate and create an organizational culture where we learn, grow, and serve

