

Metropolitan Washington Airports Authority



2021-2026 Strategic Plan



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Message from the Fire and EMS Chief

On behalf of the Metropolitan Washington Airports Authority Fire and Rescue Department, I am honored to present the 2021-2026 Strategic Plan. This process wouldn't have been successful without the valuable input from thirty-seven (37) external community stakeholders. Additionally, this Plan was made possible through the hard work and dedication of the twenty-four (24) internal stakeholders representing all divisions and ranks who served on the Strategic Planning Team. This Plan was developed to not only be consistent with but also to effectively support the Mission and Goals of the Metropolitan Washington Airports Authority. The Strategic Plan was created using feedback from interviews, surveys, and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Seven strategic initiatives were identified: Organizational Consistency, Communications, Professional Development, Staffing, Training, Organizational Branding, and Accreditation. The internal stakeholders updated our Mission and Values statements, which are fundamental to our organizational identity as we move into the future. This Plan provides a road map to accomplishing our goals by completing the objectives and critical tasks while focusing on our organizational priorities and embracing our values. By following the Strategic Plan and treating it as a living document that needs to be routinely reviewed and revised, we will remain united in our efforts to effectively meet the expectations and needs of the traveling public and the surrounding communities we serve. I want to thank the members of the Strategic Planning Team, the members of our Department, and all the stakeholders whose commitment allowed us to take this Strategic Plan from concept to reality.

Respectfully,

A handwritten signature in black ink that reads "Denise S. Pouget". The signature is written in a cursive style with a large initial 'D'.

Denise S. Pouget

Introduction

The Metropolitan Washington Airports Authority Fire & Rescue Department (MWAA FRD) provides an all-hazards approach to protecting the lives and property of the businesses and visitors of Ronald Reagan Washington National Airport and Dulles International Airport. MWAA FRD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to develop the organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



Metropolitan Washington Airports Authority Fire & Rescue Department

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY
FIRE & RESCUE DEPARTMENT
STRATEGIC PLAN
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Organizational Background

The Metropolitan Washington Airports Authority (MWAA) was established in 1987 as the governing entity to develop, promote, and operate Ronald Reagan Washington National and Dulles International airports. MWAA is governed by a 17-member board of directors, which establishes policy and management. Members of the board are appointed by the governors of Virginia and Maryland, the mayor of Washington, D.C., and the President of the United States. The authority is not funded by taxpayers but rather through landing fees, rents, and revenues from concessions.



By virtue of the authority's existence, the Metropolitan Washington Airports Authority Fire & Rescue Department provides all-hazards response and prevention within its coverage area. The department also partners with other regional departments in protecting the National Capital Region.

The department remains committed to protecting the traveling public and its airport communities through innovative and professional prevention and mitigation strategies and response. Staffed with 163 professionals, MWAA FRD embraces quality service and excellence in all they do. In an ever-changing time, the department stands ready to strategically carry out its mission.



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defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire and EMS Chief Denise Pouget and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in April and May 2021, beginning with a virtual community meeting hosted by a representative from the CPSE for members as identified (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who work within the Metropolitan Washington Airports Authority Fire & Rescue Department's coverage area.

Metropolitan Washington Airports Authority Fire & Rescue Department's Community Stakeholders				
Adrian Allawala <i>Ben's Chili Bowl</i>	Mark Badnek <i>IAD FedEx</i>	Dave Barrett <i>IAD Menzies Aviation</i>	Zach Coleman <i>Engineering and MX-DCA</i>	
Darrin Cooper <i>MWAA</i>	Adam Cope <i>Signature Flight Support</i>	Shanora Davis <i>Washington National Tower</i>	Carol Gabriel <i>MWAA</i>	
Eddie Gordon <i>IAD United Airlines Station Management</i>	Michael Gowen <i>Arlington County Fire Department</i>	Justin Jordan <i>Delta Station Manager - DCA</i>	Deven Judd <i>DCA MWAA</i>	
Joseph Klueh <i>DCA</i>	Peter Lauten <i>IAD Travelers Aide</i>	Tanisha Lewis <i>Human Resources</i>	Terrence Liercke <i>IAD OPS</i>	
Kenneth Lueth <i>IAD Engineering</i>	Paul Malandrino <i>DCA Airport Manager</i>	Roger Martin <i>Loudoun County Fire Rescue Department</i>	Mike McElwee <i>MWAA</i>	
Vidya Narayanan <i>Public Safety</i>	Mohd Nour <i>Southwest Airlines</i>	Leanne Omland <i>Travelers Aide DCA</i>	Naima Reed <i>MWAA Police</i>	
Sanchia Rivera-Beckno <i>IAD Signature Flight Support</i>	Matthew Roberts <i>IAD British Airways Station Management</i>	Nancy Robinson <i>MWAA Headquarters</i>	Christina Saull <i>Corporate</i>	
Stephen Settle <i>MWAA</i>	Patrick Skelton <i>MWAA</i>	Mike Stewart <i>IAD Airport Manager</i>	Laurie Stone <i>Fairfax County Fire and Rescue Department</i>	
Jason Turner <i>DCA Signature Flight Support</i>	Greg Vernon <i>Emergency Management</i>	Colleen Von Hoene <i>MWAA</i>	Tyeshia Watkins <i>MWAA Public Safety</i>	Frank Wojnar <i>Risk Management</i>



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Community Group Findings

A key element of the Metropolitan Washington Airports Authority Fire & Rescue Department's organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the agency. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Metropolitan Washington Airports Authority Fire & Rescue Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	147
Aircraft Rescue and Firefighting Services	2	143
Fire Suppression	3	115
Hazardous Materials Mitigation	4	106
Emergency Management	4	102
Technical Rescue	6	98
Prevention	7	68
Public Fire Education	8	47
Fire Investigation	9	38

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



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Agency Stakeholder Group Findings

The agency stakeholder work sessions were conducted over three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the department, as named and pictured below.

Metropolitan Washington Airports Authority Fire & Rescue Department’s Agency Stakeholders			
Joshua Ashton <i>Fire Inspector</i>	Scott Bellevou <i>Captain – Command Aide</i>	Richard Bonnett <i>Deputy Chief</i>	Charles Bullock, Jr. <i>River Rescue Specialist</i>
Everett Burris <i>Fire Inspector</i>	Russell Carpenter <i>Captain – Administrative Services</i>	Hanh Deniston <i>Firefighter II</i>	Ronald Dowdy <i>Captain-Health & Safety</i>
Jason Graber, CFO <i>Battalion Chief</i>	James Grant II <i>Firefighter II-Logistics</i>	Ryan Knapik <i>Captain-Training</i>	Shawn Lynch <i>Captain</i>
Eric Patterson <i>Battalion Chief – Life Safety</i>	Dale Pilkerton <i>Firefighter II</i>	Christopher Polk <i>Master Firefighter</i>	Jeremy Pope <i>Battalion Chief – Employee Development</i>
Cullen Rector <i>Captain – EMS Duty Officer</i>	David Scheulen <i>Battalion Chief</i>	Buffy Schilling <i>Firefighter II</i>	Cameron Scott <i>Captain</i>
Mark Umbenour <i>Master Firefighter</i>	Quinton Vaughn <i>Firefighter II</i>	Lilian Wong <i>Secretary</i>	Benjamin Young <i>Captain</i>



Agency Stakeholders



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Mission

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

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The mission of the Metropolitan Washington Airports Authority
Fire & Rescue Department is to protect the traveling public
and our airport communities by preventing or minimizing the loss of life,
property, and damage to the environment from the adverse effects of
fire, medical emergencies, and hazardous conditions.**



Agency Stakeholders Work Session



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Values

Values embraced by all organization members are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals who make up the Metropolitan Washington Airports Authority Fire & Rescue Department to accomplish the goals, objectives, and day-to-day tasks.

Teamwork
Integrity
Innovation
Professionalism
Service
Respect
Safety

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all of the internal and external programs and services that help the MWAA FRD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the agency stakeholders understand that many local, state, and national services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.

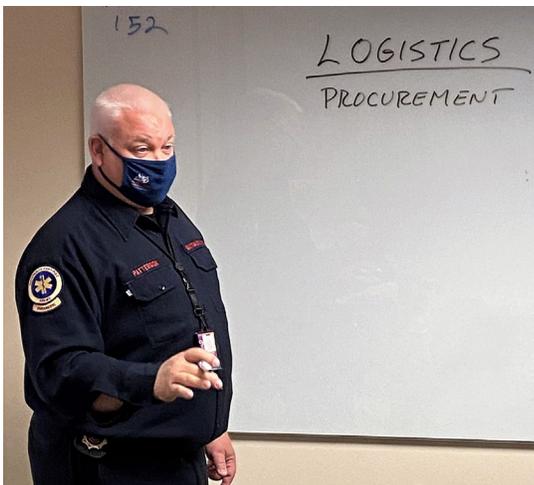


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SWOT Analysis

An organization candidly identifies its positive and negative attributes through a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Agency stakeholders participated in this activity to record MWA FRD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.



Agency Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

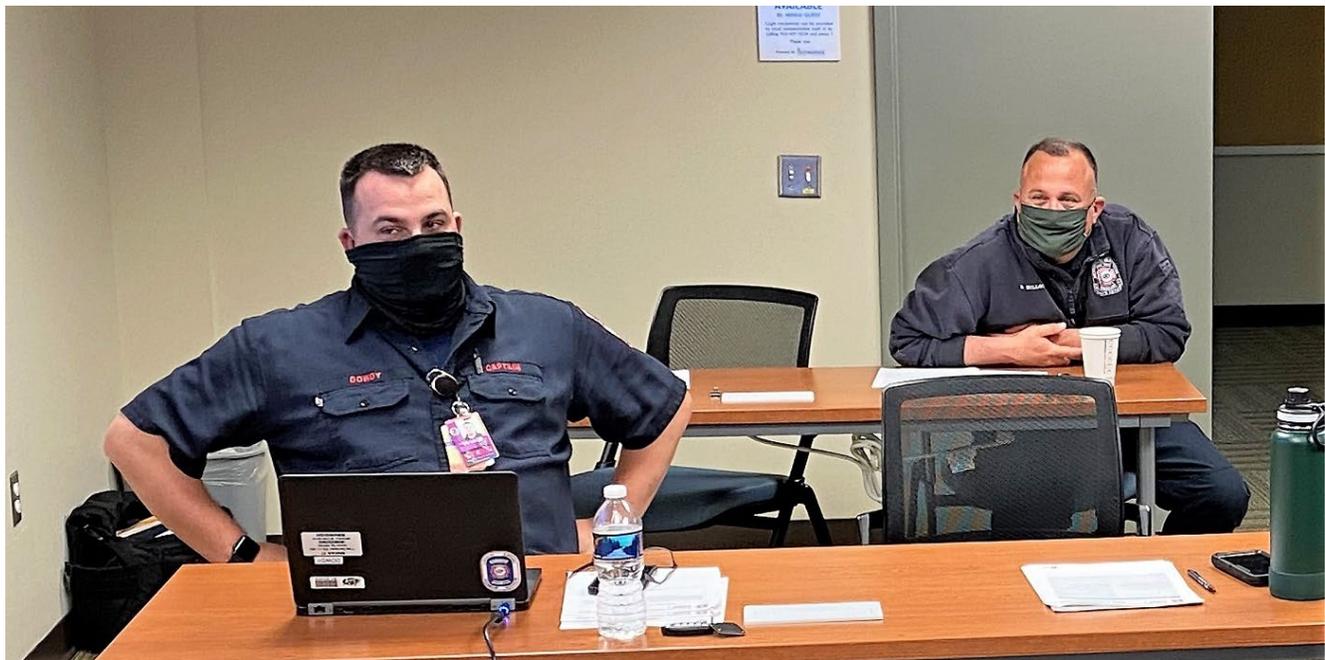


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Strategic Initiatives

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

Metropolitan Washington Airports Authority Fire & Rescue Department's Strategic Initiatives			
Organizational Consistency		Communications	Professional Development
Staffing	Training	Organizational Branding	Accreditation



Agency Stakeholders Work Session

Goals and Objectives

To continuously achieve the mission of the Metropolitan Washington Airports Authority Fire & Rescue Department, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the MWAA FRD's leadership.



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Goal 1 Create the consistent application of all MWAA FRD functions pertaining to the daily operation and management of the department for complete clarity through transparency.

Objective 1A Analyze all discipline issued to fire and rescue department personnel and their root cause.

Timeframe 12 months **Assigned to:**

- Critical Tasks**
- Establish a working group of impartial employees.
 - Analyze all discipline issued within the last 60 months.
 - Compile a working list of disciplines for dissemination to the interested parties.
 - Report the findings to the leadership team for further deliberation and guidance on moving forward.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 1B Review and apply the analysis of the findings for recommended SOP updates or revisions.

Timeframe 12 months, ongoing **Assigned to:**

- Critical Tasks**
- Establish a working group to review all SOPs as they relate to discipline.
 - Report the findings to the leadership team for further deliberation and guidance on moving forward.
 - Recommend the implementation of the findings from the working group.
 - Review and make recommendations to the MWAA Code and Conduct policy that align with Public Safety Division objectives.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



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Objective 1C	Create and appoint a Labor Relations liaison position with labor relations office to enforce the applications within current SOPs and the collective bargaining agreement.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create minimum requirements and job performance requirements for the Labor Relations liaison. • Formalize the requirements into a documented job description. • Solicit interest from department officers. • Appoint the applicant to the position. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1D	Create supervisor and management training on how to apply fair and consistent discipline.	
Timeframe	18 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review current department SOPs, human resources policies, and the Conduct and Discipline Manual. • Review past year discipline data for consistent application. • Evaluate and identify opportunities for retraining for department officers. • Report the findings to the leadership team for further deliberation and guidance on moving forward. • Create the curriculum to include the MWAA Code and Conduct Directive and Collective Bargaining Agreement. • Provide the training as approved. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



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Objective 1E	Evaluate the consistency based upon the applied recommendations and review the applicable SOPs annually or as needed.	
Timeframe	ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • MWAA Labor Relations Liaison meets with the accident review board, risk management, and human resources to review current department policies. • Determine any needed revisions to the department policies. • Report the findings to the leadership team for further deliberation and guidance on moving forward. • Implement any new recommendations and changes to policies. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Goal 2 Improve MWAA Fire & Rescue Department internally and externally in written and verbal communication to better execute the mission and vision of the department, the Office of Public Safety, and the Airports Authority.

Objective 2A	Analyze current policies and procedures related to internal and external communications to determine current strengths and weaknesses at all levels.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify MWAA entities with which the fire & rescue department interacts. • Review current standard operating procedures, fire service orders, management guidance, and standard operating guidelines for efficacy, and evaluate their application regarding communication. • To the extent possible, review current communication practices of the identified MWAA entities. • Identify strengths and weaknesses of all parties based on the reviewed data. • Document findings in an actionable format. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



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Objective 2B	Perform a needs assessment based on the analysis to create a plan for improving communications.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a survey pertaining to the internal stakeholders regarding information received from the analysis. • Develop a survey pertaining to the external stakeholders regarding information received from the analysis. • Establish a timeframe for survey completion. • Disseminate the survey to the pertinent parties. • Collect the surveys within the timeframe stipulated. • Collate the information from data analysis and surveys. • Create a needs assessment from collected data. • Report the findings to the leadership team for further deliberation and guidance on moving forward. • Present findings to internal stakeholders as directed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2C	Develop and provide a training curriculum to support the needs determined in the analysis.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Consult subject matter experts regarding the data acquired from the policy analysis, survey data, and the needs assessment. • Develop a training plan based on the input from the subject matter experts addressing the identified actionable items. • Deliver the training to internal and external stakeholders. • Collect feedback regarding the delivered training. • Adjust training curriculum based on the feedback acquired. • Evaluate the efficacy of the delivered training, i.e., is the material being retained and acted upon. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 2D	Seek out opportunities to build relationships with internal stakeholders to promote open communication and collaboration.	
Timeframe	12 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify opportunities for improvement based on action items identified in the objectives above. • Identify areas of success based on action items identified in the objectives above. • Quantify and qualify the identified opportunity processes. • Improve on the identified weaknesses. • Maximize the identified strengths. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2E	Seek out opportunities to build relationships with external stakeholders to promote open communication and collaboration.	
Timeframe	12months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify opportunities for improvement based on action items identified in the objectives above. • Identify areas of success based on action items identified in the objectives above. • Quantify and qualify the identified opportunity processes. • Improve on the identified weaknesses. • Maximize the identified strengths. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2F	Evaluate the effectiveness of the delivered training and internal/external stakeholder relationships to identify gaps and maximize successes through any appropriate modification of the program.	
Timeframe	24 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a survey(s) to evaluate the effectiveness of the previous objectives. • Deliver the survey(s) to internal and external stakeholders. • Collect the survey(s) within a predetermined time frame. • Analyze the data from the survey(s). • Identify and reinforce strengths to maximize the effectiveness of the overall program. • Identify weaknesses to improve upon / minimize regarding the overall program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 3 Establish and maintain a career development path by fostering talent and preparing our employees to drive our department forward.

Objective 3A Identify development paths and analyze educational needs by reviewing policies, employee surveys, and performance analysis for firefighters, company, and chief officers.

Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the specialties for promotional opportunities, i.e., HazMat technician, EMS, boat technician, and driver/operators. • Develop, distribute, and analyze position surveys to employees to establish baselines and needs assessment. • Review policies, job descriptions, and KSAs for each position baselines and needs assessment. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B Create and deliver curriculum for personnel development based on job analysis stemming from objective one.

Timeframe	2 years, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop performance-based curriculum for firefighters, company, and chief officers. • Implement the pilot program to set benchmarks for current ranks. • Evaluate the pilot programs for validation. • Deliver courses to the personnel and modify based upon feedback. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 3C	Establish a mentorship program for each position based on the data collected from the evaluation process.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a mentorship program to connect people with specific skills and knowledge with individuals who need the same KSAs. • Identify mentors who possess the necessary KSAs to facilitate the program. • Train the mentors on the objectives of the program. • Assign mentors to mentees based on specific goals/needs to ensure successful outcomes. • Evaluate the effectiveness of the program based on 360-degree feedback. • Report the findings to the leadership team for further deliberation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3D	Establish a continuing education program to maintain proficiency in each position.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify internal/external continuing education requirements for each position/specialty. • Develop a timeline for recurrent training to meet didactic and practical needs. • Prepare/identify training plans for each specialty or position. • Deliver or facilitate delivery of continuing education courses. • Develop a means for tracking/documenting required continuing education hours. • Re-evaluate the continuing program annually to ensure effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3E	Develop a comprehensive evaluative approach that captures and assesses the effectiveness of the established career development program.	
Timeframe	12 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Survey the participants to evaluate personal confidence and competency. • Survey the supervisors to evaluate participant growth and competency. • Perform a cost/benefit analysis to measure the worthiness of the program. • Use first-year programs to establish baselines for measuring future success. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 4 Establish the safest and sustainable personnel staffing requirement for the operational response, training, and administrative functions within the MWAA FRD.

Objective 4A Create a workgroup to analyze the current industry standards and best practices for staffing.

Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> The administration will solicit members interested in participating that represent the current face of the department. The administration will complete the selection of the interested members. The group will use current, peer-edited, approved documents for research into the current industry standards and best practices. Consolidate all data and report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4B Quantify the statistical data from the workgroup to identify a baseline for staffing based on needs assessment.

Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Use the data and establish justifiable minimum levels for daily staffing. Establish the organizational structure which will reflect the findings of previously collected data. Prioritize the staffing recommendations based on available fiscal resources. Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 4C Create training requirements for staffing positions identified both in established service level objectives and/or current job performance requirements.

Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Establish the minimum training and certification requirements for fire/EMS/support apparatus. Create a testing or evaluation procedure that is based on job performance requirements. Modify based on feedback and adjust the requirements accordingly. Identify needs for ongoing training to maintain job proficiency based on job performance requirements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4D Maintain a current hireable list of applicants for open staffing vacancies.

Timeframe	24 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Consider instituting a rolling open application process. Establish a list of priorities for qualified applicants. Report the findings to the leadership team for further deliberation and guidance on moving forward. With approval, establish a recurrent applicant testing process. Formalize a list of the most qualified applicants and send to all interested parties. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4E Identify strategies to retain a diverse and quality workforce.

Timeframe	12 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Create a retention workgroup to evaluate the needs for a healthy workforce. Exit interview to be completed by fire rescue peer within the same rank. Conduct continuous re-evaluation on departmental retention statistics and attrition rates. Report the findings to the leadership team for further deliberation and guidance on moving forward. Develop an educational seminar based on departmental responses and benefits to be presented at initial applicant testing. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 4F	Assess the organizational structure and staffing requirements on a tri-annual basis or as needed.	
Timeframe	36 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct a review of the staffing model used for the previous three calendar years. • Conduct a review of the current year's staffing model. • Project rates of attrition based on length of service with anticipated retirements. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5 **Strengthen our training programs to align with our professional development plan, develop internal sustainability, and improve the safety of our department.**

Objective 5A	Analyze educational needs and training programs by reviewing policies, required training, and conducting a performance analysis for firefighters, company, and chief officers.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review policies, job descriptions, and knowledge, skills, and abilities for each position. • Create baselines and conduct a needs assessment. • Analyze career development plan to determine the training needs. • Evaluate statistics in safety, injuries, vehicle incidents, and personnel performance. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 5B Determine training priorities and budget impacts based on previously completed analysis.

Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze current training programs to determine training priorities based on current department needs. Assess budgetary needs and constraints to assist in prioritizing programs. Create and recommend budget requests around prioritized needs. Report the findings to the leadership team for further deliberation and guidance on moving forward. Utilize the currently established budget process to obtain necessary funding. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5C Establish a plan for instructor development based on training needs.

Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify current instructors and their knowledge, skills, and abilities. Identify prospective instructors for inclusion in the program delivery. Prepare course materials, training props, and course documents. Conduct instructor train-the-trainer programs. Evaluate and adjust training program based on feedback. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5D Improve training opportunities with external agencies that include, but are not limited to, the Airports Authority to build more cohesive relationships and enhance interoperability.

Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify points of contact with external agencies and develop a contact list. Meet with the points of contact to identify collaborative training topics. Develop training calendars with external agencies. Ensure training is scheduled, documented, and evaluated for effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 5E	Develop a comprehensive evaluative approach that captures and assesses the effectiveness of the training program.	
Timeframe	36 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Survey participants to evaluate individual confidence and competency. • Survey supervisors to evaluate participant growth and competency. • Perform a cost/benefit analysis to measure the worthiness of the program. • Report the findings to the leadership team for further deliberation and guidance on moving forward. • Make adjustments and recommendations based on previously conducted analysis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 6 Establish or improve the image of the Fire & Rescue Department in the eyes of the MWAA stakeholders to better support the public safety mission.

Objective 6A	Analyze the status of the MWAA FRD’s relationships within the corporate structure of the Airports Authority.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify MWAA entities with which the fire and rescue department interacts. • Identify how the MWAA FRD and the entities specified above interact. • To the extent possible, review current communication practices of the identified MWAA entities. • Identify strengths and weaknesses of all parties based on the reviewed data. • Document findings in an actionable format. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 6B Perform needs assessment based on the analysis to create a plan for improving communications.

Timeframe	18 to 24months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a survey pertaining to the internal stakeholders regarding information received from the analysis. • Establish a timeframe for survey completion. • Disseminate the survey to the pertinent parties. • Collect the surveys within the timeframe stipulated. • Collate information from data analysis & surveys. • Create need assessment from collected data. • Report the findings to the leadership team for further deliberation and guidance on moving forward. • Present findings to internal stakeholders. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 6C Seek out opportunities to build relationships with internal stakeholders to promote open communication and collaboration.

Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify new opportunities for corporate engagement based on action items identified in the objectives above. • Identify areas of success based on action items identified in the objectives above. • Quantify and qualify the identified opportunity processes. • Improve on the identified weaknesses. • Maximize the identified strengths. • Report the findings to the leadership team for further deliberation and guidance on moving forward. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



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Objective 6D	Update existing and create new avenues of mass media communication with the intent of increasing positive public exposure.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify resources and avenues available to us via our relationships with internal corporate partners. • Consult with corporate subject matter experts to craft an agreed-upon positive Authority image. • Create the new media in collaboration with the authority. • Release the created media in whatever form is appropriate. • Continue first due visibility initiative. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 6E	Evaluate the effectiveness of the executed objectives concerning internal stakeholder relationships to identify gaps and maximize successes through any appropriate modification of the objectives.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a survey to evaluate the effectiveness of the above objectives. • Deliver survey to internal stakeholders. • Collect survey within a predetermined time frame. • Analyze data from the survey. • Identify and reinforce strengths to maximize effectiveness in achieving the goal. • Identify weaknesses to improve upon/minimize regarding achieving the goal. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



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Goal 7

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

Objective 7A

Form team or committee structures with management components as needed to pursue and maintain accreditation.

Timeframe

6 months

Assigned to:

Critical Tasks

- Identify the needed team or committee structure(s) for the various components of the accreditation process.
- Create the management oversight positions to lead the teams or committees, as well as the process overall.
- Establish team or committee member criteria.
- Determine the composition of the teams or committees.
- Solicit participation to meet the composition of the teams or committees.
- Develop and complete the selection process.
- Provide the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:

Objective 7B

Develop a community-driven strategic plan.

Timeframe

6 months and on-going

Assigned to:

Critical Tasks

- Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about MWAA FRD.
- Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.
- Establish critical issues and service gaps. Determine specific strategic initiatives.
- Develop goals, objectives, critical tasks, and appropriate timelines, to include levels of measurability, to achieve over five years.
- Create a vision for the developed strategic plan.
- Publish and distribute the formal strategic plan to stakeholders as determined by the organization.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:



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Objective 7C Implement the community-driven strategic plan.

Timeframe 6 months, on-going

Assigned to:

- Create a strategic planning subcommittee to review the draft strategic plan.
- Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps.

Critical Tasks

- Evaluate goals and objectives within the draft plan and further define critical tasks as needed to ensure clarity with each goal.
- Determine a work plan for the accomplishment of each goal and implement the plan.
- Annually evaluate objectives accomplished with the plan.
- Report annual plan progress to internal and external stakeholders.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 7D

Conduct a community hazards and risk assessment and publish a Community Risk Assessment-Standards of Cover document.

Timeframe 12 months

Assigned to:

- Obtain instruction on hazard and risk assessment and standards of cover preparation.
- Perform community hazards and risk assessment.
- Evaluate historical community emergency response performance and coverage.

Critical Tasks

- Establish benchmark and baseline emergency response performance objectives.
- Establish and publish the community risk assessment-standards of cover.
- Maintain and annually update the community risk assessment-standards of cover document.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 7E

Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.

Timeframe 12 months

Assigned to:

- Obtain instruction on writing a CFAI self-assessment manual.
- Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.
- Review self-assessment and ensure all reference items are in order.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:



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Objective 7F	Achieve agency accreditation by the CFAI.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI peer assessment team visit. • Upload strategic plan, community risk assessment-standards of cover, and self-assessment manual for review and comment by CFAI peer assessment team. • Host the CFAI peer assessment team site visit for accreditation review. • Receive the CFAI peer assessment team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of accredited status. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:
Objective 7G	Maintain accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Submit required annual compliance reports. • Attend CFAI web meetings and other offerings for continued education. • Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit annual compliance reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



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Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the agency stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you’re going, and what will guide your journey.”

Ken Blanchard

Metropolitan Washington Airports Authority Fire & Rescue Department's 2026 Vision

is to be known as an internationally accredited, mission-focused department that strives to protect the traveling public and our airport communities. We commit to the futurity of transformation in support of those we serve and of ourselves.

This futurity will support our members and provide an optimum workforce that is efficient, innovatively trained, and professionally developed to answer any challenges encountered and support the department for years to come. Our focus on how we communicate internally and externally will bolster our effectiveness while striving for greater organizational consistency. We will endeavor to strengthen our organizational brand, working to overcome any challenges that impact our relationship within the authority.

We will always pursue continuous improvement and remain dedicated to excellence in all we do while holding each other accountable in delivering our mission, living our values, and making this vision a reality.

Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.



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To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler



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Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AED	Automatic External Defibrillator
ALS	Advanced Life Support
ARFF	Aircraft Rescue and Firefighting
ASHI	American Safety & Health Institute
CAD	Computer Aided Dispatch
CDC	Centers for Disease Control
CFAI	Commission on Fire Accreditation International
CMS	Centers for Medicare & Medicaid Services
CoG	Council of Governments
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
DAAMC	Dulles Airport Airline Manager Council
DCA	Ronald Reagan Washington National Airport
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
ET3	Emergency Triage, Treat, and Transport
FAA	Federal Aviation Administration
IAD	Dulles International Airport



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Input	A performance indication where the value of resources is used to produce an output.
IT	Information Technology
KSA	Knowledge, Skills, and Abilities
MCI	Mass Casualty Incident
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
MWAA	Metropolitan Washington Airports Authority
NVERS	Northern Virginia Emergency Response System
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where quality or number of units produced is identified.
PIO	Public Information Officer
PPE	Personal Protective Equipment
SIDA	Security Identification Display Area
SME	Subject Matter Expert
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influences the organization's resources or outputs, is affected by those outputs or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished and that provides the framework for more detailed annual and operational plans.



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Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TERP	Traumatic Exposure Recovery Program
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Metropolitan Washington Airports Authority Fire & Rescue Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Metropolitan Washington Airports Authority Fire & Rescue Department (in priority order)

1. Quick response. Fast response. Respond timely to emergencies. Timely response to medical/fire calls. Respond quickly to an emergency. Timely response to emergencies. Timely response to incidents. Immediate response to all on airport emergencies. Immediate response by emergency personnel. Fast response to any emergency. Prompt and effective service. Rapid response to incidents. (50)
2. Respond to all emergency events. Provide fire rescue services. Provide fire and emergency medical services for the traveling public at DCA and IAD. Emergency response. Response. Effectively respond to airport emergencies. Responding to emergencies. Respond and bring closure to fire/medical emergencies. Continued high-quality fire and EMS care delivery. (42)
3. Qualified trained staff. Proper training. Develop and lead employees. Knowledgeable about all facets of operational mechanics. Training. Highly qualified and professional first responders. Dynamic training at the response level from firefighter / EMT to battalion chief, collaborate with senior chiefs of adjacent departments. Firefighters to know and do their job. Education/training for employees. (29)
4. Follow and abide by state and government regulations. Regulatory compliance. Ensure compliance with regulations and standards including all aspects or training and staying abreast of best of the



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most current best practices for fire service departments. No major discrepancies on annual FAA Part 139 inspections. CFR Part 139 compliance. Supports Part 139 certification. (23)

5. Preparedness. Effective emergency management. Emergency management. Conducting frequent drills and exercise with airport tenants. Maintain contact/exercise with mutual aid agreement partners. Ongoing training exercises and simulations with other fire departments in the region. Continued knowledge of national security threats in or to the airport. (22)
6. Provide medical services. EMS. Life safety/EMS response. Emergency medical services. Continue to seek options to improve EMS delivery to the community. (17)
7. Education. Education. Educating airport community about ongoing training. Provide recurrent training opportunities. Educate the community. Public fire education. Ensuring airport tenants know who is who in Fire-EMS. Input/guidance on safety issues. (16)
8. Lifesaving/preservation. Life safety. Continued wellbeing of customers entering and leaving the airport with life safety as the forefront mechanism. (12)
9. Inspect all facilities. Fire prevention services. Fire inspection. Frequently inspect premises for safety hazards and report for corrective actions. Protection of infrastructure of the Metropolitan Airport Authority with life safety and fire prevention being the forefront capabilities. (12)
10. Protect and serve the community. High level of customer service to traveling passengers. Outstanding customer service. (12)
11. Aircraft incident response. Aviation rescue. Communication with ops, their PIO, emergency management and other critical departments during emergencies as required in ARFF response. (10)
12. Maintain safety awareness of all facilities. Ensuring a safe and healthy working environment is provided to its employees. (8)
13. Fire suppression and code enforcement. Fire suppression. As the AHJ, update outdated policies and enforce fire code. (8)
14. Collaboration across the MWAA corporate structure with other departments (vs. operating as an independent department not part of a corporate structure). Seek other efficiencies to be gained in consolidation of communications centers, TERP and PEER teams, O2X, rehab of personnel post injury and fire department annual physicals. Coordinate operations as a partner with airport operations. Continued knowledge and partnership with outside public safety jurisdictions. (8)
15. Firefighting in terminal. Fire suppression. (7)



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16. Clear communication with stakeholder groups. Constructive feedback on performance of agency partners. How is my service delivery from your perspective? Outstanding coordination and communication with airport ops. (7)
17. Community involvement and liaison. Be an answer source for any questions that are posed. Community outreach/training. Engage with community members regularly. Collaboration from the fire marshal on tenant issues. (6)
18. Consistent evaluation and improvement in the world of interoperability. Take corrective action to improve efficiency of operation. (6)
19. Ease of calling for help - 911. (5)
20. Answer the phone 100% of the time. (5)
21. The best equipment and apparatus. The fire apparatus to work effectively. (5)
22. Dispatcher knowledge of property and questions to ask about location. (4)
23. Be a sound representative of the MWAA community. Upholding MWAA's mission statement and core values in dealing with the traveling public and MWAA colleagues. Minimal complaints. (4)
24. Dispatcher tone and patience. (3)
25. Hazmat. (3)
26. A diverse workforce representing the community. (3)
27. Fire investigation. (2)
28. Professionalism. (2)
29. Empathy (2)
30. Be open to positive criticism. (1)



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Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Metropolitan Washington Airports Authority Fire & Rescue Department (verbatim, in priority order)

1. Lack of proper training. Training. Proper training for fire responders. Training and experience of first responders. Properly trained to respond to airport emergencies. Meet all training requirements. Frequency of training. (21)
2. Staffing. Executive staffing. Having proper staffing for the department. Maintain adequate staffing. Adequate staffing levels. (19)
3. Accessibility. EMS/fire access to contractor facilities including parking. Operations in tight airfield ramp space. (14)
4. Health and safety of personnel. Fitness for duty. Maintain health and safety of employees. (14)
5. Lack of proper equipment. Having proper equipment. Updated facilities and equipment. Are they provided with properly maintained equipment? (13)
6. Community liaison. Lack of communication outside the department especially during critical incidents (communication is largely dependent on the individual personnel working an incident). Not knowing who the Fire-EMS leaders are or their role. (13)
7. Bureaucracy. Mindset of acting like an independent agency instead of being part of a corporate structure. Outside controls. (12)



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8. Loss of familiarity and in-house knowledge due to attrition. Attrition amongst staff. Rate of attrition within the department and lack of respect for leadership at the rank-and-file level. (11)
9. Timely response by emergency personnel. Providing timely response to any incidents on the field. (9)
10. Operational readiness for any incident. Operational setbacks. (8)
11. Knowledge transfer. The ability to train with outside public safety jurisdictions on airport familiarization. (6)
12. Dispatcher response to callers. (5)
13. Communication with support teams. (5)
14. Would like to see more MWAA inter-department training. (5)
15. Emergency management training. (5)
16. False fire alarms. (5)
17. Diversity in recruiting new members at all ranks. (5)
18. Possible lack of ALS providers either now or in the future. (5)
19. Safety issues related to leased tenant facilities. (5)
20. Assembly areas in case of emergency. (4)
21. Better accountability for MWAA assets (equipment and vehicles). (4)
22. Developing a culture of inclusiveness. (4)
23. Maintained and current computer-aided dispatch and/or CAD-2-CAD for airport and outside public safety jurisdictions. (4)
24. Safety issues related to tenant practices. (4)
25. Employee discipline. (3)
26. Documenting actions, policies, and procedures. Inconsistent application of policies. (3)
27. Lack of permanent presence inside the terminal. (3)
28. Fire exits. (3)
29. Not following the infectious disease policy and COVID protocols, especially mask-wearing with colleagues or in the airports around the general public. (3)
30. Response off the airport footprint can add time to the unit responding. (3)



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31. Mindset to expect the unexpected. (3)
32. Opening of Metro at IAD. (2)
33. Equal opportunities for career advancement and promotions. (2)
34. Alignment of medical protocols with neighbors and EMS initiatives (e.g., CMS, ET3). (2)
35. Maintain high employee morale. (2)
36. System failures. (2)
37. The ability to rely on foam capabilities off of airport property. (1)
38. Wireless connectivity throughout the airport. (1)
39. Willingness to think outside the box of traditional fire department culture, especially as part of corporate structure (vs. being a city-run department). (1)
40. Specialty response to the airport (bomb, hazmat, technical rescue, water rescue). (1)
41. Recognize top performers. (1)
42. The ability to rely on hazardous materials responses off of airport property should the need warrant. (1)

Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Metropolitan Washington Airports Authority Fire & Rescue Department (verbatim, in no particular order)

- Trained personnel.
- Responsiveness.
- Exercises like this one are good.
- Contribution to DAMAAC meeting helpful.
- Positive leadership
- Response times.
- Expertise.



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- Eliminate problem employees.
- Professionalism.
- Openness.
- Teamwork.
- Collaboration.
- History of being easy to work with and open to new ideas.
- The fire marshals are wonderful! Very helpful and responsive.
- Customer service.
- Staff is very responsive and helpful.
- Fire marshal assists quickly with engineering issues.
- Always very willing to assist.
- Always very prompt with their response.
- Takes their role on the airport very seriously.
- Fire-EMS workers are very professional.
- Internal training/well trained personnel.
- Professional staff.
- Excellent response times.
- Good working relationships with other MWAA departments.
- Leadership.
- Response is overall very consistent.
- Had one great training opportunity with fire.
- Great presence at Dulles Day.
- Excellent in dealing with passengers.
- Emergency management did well through Covid.
- A regional response / mutual aid with surrounding jurisdictions.
- Qualified and professional first responders.
- Senior leadership.
- Great response times to calls.
- Great interaction with members of the community.



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- Knowledgeable of matters dealing fire and rescue.
- Educates the community on issues dealing with fire and rescue matters.
- Provides 100% support to the MWAA community during this pandemic.
- MWAA Fire-EMS is very professional.
- Educates and guides about fire hazards and safety.
- Provides opportunities to learn basic fire suppression.
- Responsiveness in providing adequate medical standard of care.
- Genuine interest in investigating issues.
- Camaraderie.
- Takes pride in their profession and strives to provide good public image.
- Customer service to the traveling public.
- When communication does happen, positive sharing of information.
- Open to change.
- Senior leadership collaboration – they are approachable.
- Looking to lead the way in CAD initiatives.
- Willing to problem solve and involve SMEs to reach a win-win solution.
- Up to date equipment and PPE.
- Professionalism
- Morally strong organization.
- Outstanding teamwork with the DCA MWAA team.
- “Can do” attitude.
- Great customer service.
- Willingness to help.
- Always positive attitude.
- Technical firefighting/EMS expertise.
- Incident command coordination.
- Ability to clearly communicate details of emergency incidents.
- Professional integrity.
- Teamwork with airport operations.



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- Teamwork.
- Safety.
- Striving for excellence.
- Prompt response.
- Integrity.
- Professionalism on calls.
- The ability to network and work closely on incidents.
- Knowing there is practiced mass casualty support if needed.
- Having the trained resources available if there is a flammable liquid fire.
- The fire department provides a vast knowledge in various disciplines other than structural firefighting.
- Very responsive to questions/incidents.
- Great follow-up following incidents.
- Provides effective CPR and AED recurrent training.
- Strong collaborative partners.



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Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the Metropolitan Washington Airports Authority Fire & Rescue Department (verbatim, in no particular order)

- I would like to see more training from fire department to MWAA employees.
- I would like to see more fire department (not just management) throughout the terminal concourses, not just when needed. It would be nice to see them integrate themselves more with tenants and other MWAA departments.
- What is the goal of the planning process?
- Coordinating training offerings regularly across departments.
- Emergency management is only one person.
- Please consider having a staff EMS posted at airports – faster response = better patient outcomes, better ability to qualify need for ambulance saves emissions.
- An MWAA fire department employee mentioned that he had to use his credit card to enter terminal parking while responding to a call. Please look into how emergency vehicles access lots.
- Responsiveness to inquiries when requested.
- Unsure why a goal is to write their own mission statement and vision, since MWAA already has one.
- Would love to see the fire department act like a part of the broader corporate team and focus on collaboration.
- Would love to better understand why we are undergoing this exercise and what the end goals are.
- I appreciate the leadership culture that I see developing in the organization.
- They are a great team and are always willing to help.
- I would like to see a little more crew networking amongst outside jurisdictions in the training arena on the airport and off.
- The Silver line for metro is new for a lot of jurisdictions. Again, continued training is important to have crews work cohesively on real incidents.
- More familiarization of the airport for incident review.



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Appendix 2

Strengths

Any organization needs to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization's primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the agency stakeholders identified the department's strengths as follows:

Strengths of the Metropolitan Washington Airports Authority Fire & Rescue Department	
Well-funded for equipment, PPE, trucks, training facilities and stations.	Personnel – recruitment – retain good benefits package. Very highly credentialed.
Customer service – fire code is most well-liked. Engrained when hired.	Agile workforce – met Covid with flexibility – no calls/staffing challenges despite turnover of tenured workforce
Apparatus replacement process – robust budget with FAA supplemental dollars	Highly-trained workforce – EMS/paramedic, HazMat, river rescue
Self-sufficiency, i.e., work order desk, Schindler, Inland	Ability to adapt and overcome daily operational challenges
Benefits – retirement, healthcare	We care – care to those served and each other
Improvement in diversity to our department	Cost reduction through internal revision initiatives
New, improved equipment	Saved jobs despite loss of revenue
Motivated workforce	Uniforms for those who have and/or like them
Ability to cross-staff because of cross-training	Inhouse certifications
Mutual aid collaboration – CoG, NVERS, CDC	We have a dedicated, knowledgeable workforce
Competitive salaries	Collective bargaining agreement



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Weaknesses

For any organization to either begin or continue to move progressively forward, it must identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats identified later in this document but rather those day-to-day issues and concerns that may slow or inhibit progress. The agency stakeholders identified the following items as weaknesses:

Weaknesses of the Metropolitan Washington Airports Authority Fire & Rescue Department	
Lack of experienced firefighters due to attrition and retention	Amount of needed training versus available time and staff
Inconsistent implementation of staffing plans, which jeopardizes safety	Inconsistent interpretation and enforcement of SOPs
Inconsistent assignments/crews – lack of crew integrity, operational readiness	Not knowing or understanding the collective bargaining agreement
Promotion process – congested due to a large number of people seeking promotions	Lack of preparation and support for middle management – captain, battalion chief, deputy chief
Lack of communication between ranks	Poor communications processes
IT support	Size of the department too low
Change in EMS and training	Time management/employee progression timelines
Attitudes – impacting new members	Poor relationships between union and management
Uniforms – distribution, uncomfortable	Inconsistency in accountability and ownership
Vehicle and equipment maintenance	Lack of experience among firefighters and officers
Miscommunication in all shifts – accuracy of messaging	Lack of a training budget to complement a young department – processes have not updated with need
Low morale due to lack of communication, inconstant discipline, misunderstanding roles/responsibilities	



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Opportunities

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities both inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

Opportunities for the Metropolitan Washington Airports Authority Fire & Rescue Department	
Modeling industry best practices	Improve professional projection, i.e., MCI, ARFF, foam
Lower costs – grants, inhouse certifications	Regional ARFF/flammable liquid training facility
Attract more stakeholders – CoG, NVERS, ASHI	Generate revenue with external sources – education
Recruitment – expansion of current processes used	Lead innovation through professional development
Improve relations with vendors, the public, Ops, garage people	Interactive training opportunities with other agencies and other departments
Improve relations with mutual aid – training, response, relationships, etc.	Expanding infrastructure to increase revenue through increasing passenger traffic
Review of internal processes by this group but facilitated by external moderators – CPSE rocks!	Not a clean slate, but chalk is somewhat erased and can retool/refocus department and shown externally
Promotional opportunity with institution of 24/72	Lead innovation with tools, equipment, etc. – i.e., CAD2CAD
Career development is supported by flexible scheduling, i.e., educational shift exchanges and programs, i.e., Tuition Assistance Program	Communication with external stakeholders
	Promotions from external training



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Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the agency stakeholders were as follows:

Potential Threats to the Metropolitan Washington Airports Authority Fire & Rescue Department	
Labor relations breakdown	Loss of revenue – transportation, pandemic
Loss of experienced personnel to outside competing agencies	Mutual aid relationships – loss of because of mix-up or ego
Communications infrastructure vulnerability	SAFER grant taken due to default
Homeland security threat	Active assailant threat to providers
Covid – loss of personnel, certs and recerts, manufacturing	Perception with public, stakeholders, board
Occupational hazards mandated by the government - foam	Apparatus/equipment maintenance and manufacturing and appointments
Media/social media – use externally that can impact	
Privatization of the airports – take away from FAA	The inconsistency of airport operations between IAD and DCA, i.e., keys, cipher codes, SIDA
The authority treats the fire rescue department like a corporate entity and not like critical infrastructure	
The authority’s lack of understanding of the operations of the fire rescue department	IT acts like a lead organization and not a support service
Challenges to building bridges and collaboration with corporate partners due to policies and politics	



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Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Agency Stakeholders

Initiative Link	Group 1	Group 2
Organizational Consistency	Inconsistency <ul style="list-style-type: none"> ○ Communication ○ Direction ○ Execution ○ Accountability ○ Justification ○ Lack of clarity ○ Political climate 	Inconsistency <ul style="list-style-type: none"> ○ SOP enforcement ○ Staffing plans ○ Discipline ○ Training

Initiative Link	Group 1	Group 2
Communications	Communication <ul style="list-style-type: none"> ○ Transparency ○ Rumors ○ Barriers ○ Accountability 	Collaboration/Communication <ul style="list-style-type: none"> ○ Break down silos ○ Miscommunication (internal and external) ○ Management/union relations – collective bargaining agreement ○ Education/training ○ Policies/procedures ○ Accessibility ○ Chain of command ○ Labor relations ○ Information technology

Initiative Link	Group 1	Group 2
Professional Development	N/A	Career Development <ul style="list-style-type: none"> ○ Succession planning ○ New employee development ○ Officer development ○ Continuing education ○ Mentorship ○ Specialties



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Initiative Link	Group 1	Group 2
Staffing	Recruitment/Retention <ul style="list-style-type: none"> ○ Hiring process ○ Demographics ○ Onboarding process ○ Call volume ○ Logistics 	Staffing <ul style="list-style-type: none"> ○ Organizational structure ○ Proficiency ○ Minimums/overages ○ Schedule ○ Experience level ○ Support staff – training, EMS, etc. ○ Recruitment/retention

Initiative Link	Group 1	Group 2
Training	N/A	Training <ul style="list-style-type: none"> ○ Budget ○ Time/schedule ○ Instructors ○ Priorities – topics ○ Availability ○ Outside involvement

Initiative Link	Group 1	Group 2
Organizational Branding	Corporate Entity/Identity <ul style="list-style-type: none"> ○ History ○ Communication ○ Education ○ Policies ○ Staff ○ Funding 	N/A



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The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Agency Stakeholders

Topic	Group 1	Group 2
Logistics	Logistics <ul style="list-style-type: none"> ○ Procurement ○ Uniform implementation ○ Policy review ○ Lack of accountability – external and internal 	N/A





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