



ALEXANDRIA FIRE DEPARTMENT Annual Reports

2020 - 2021





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MESSAGE *from the* FIRE/EMS CHIEF

April 28, 2023

*Dear Mayor, City Council, City Manager
and Alexandria residents,*

On behalf of our dedicated, trained, and professional career employees and volunteers of the City of Alexandria Fire Department, it is a pleasure to present our 2020/2021 Annual Report.

The world has faced unprecedented circumstances over the past few years. In March 2020, everything came to a complete stop as we collectively experienced the many effects of the COVID-19 pandemic. While the Alexandria Fire Department remained open and responded to every single call for emergencies, we had to pivot and adjust our response to keep our employees and our community safe and to help reduce the spread of COVID-19. In the early days of the pandemic, many leaders in our Department and our community emerged and displayed the true resiliency of our City.

Despite the pandemic, your Alexandria Fire Department has still managed to make great strides including restructuring the organization to improve service efficiency and response times across the City (page 25); beginning our continuous improvement journey through accreditation with the Center for Public Safety Excellence (CPSE) (page 8); and receiving our ninth consecutive Mission: Lifeline® EMS Gold Plus Achievement Award (page 18).

Moving forward, we will continue to do everything we can to provide high quality services to the Alexandria community; prioritize the health and safety of everyone; and improve the Alexandria Fire Department.

Kind regards,

Fire Chief Corey Smedley



MISSION, VISION STATEMENT, AND CORE VALUES

Our Mission

The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable construction, fire, and building maintenance codes for the City residents and the general public in order to maintain and enhance public safety.

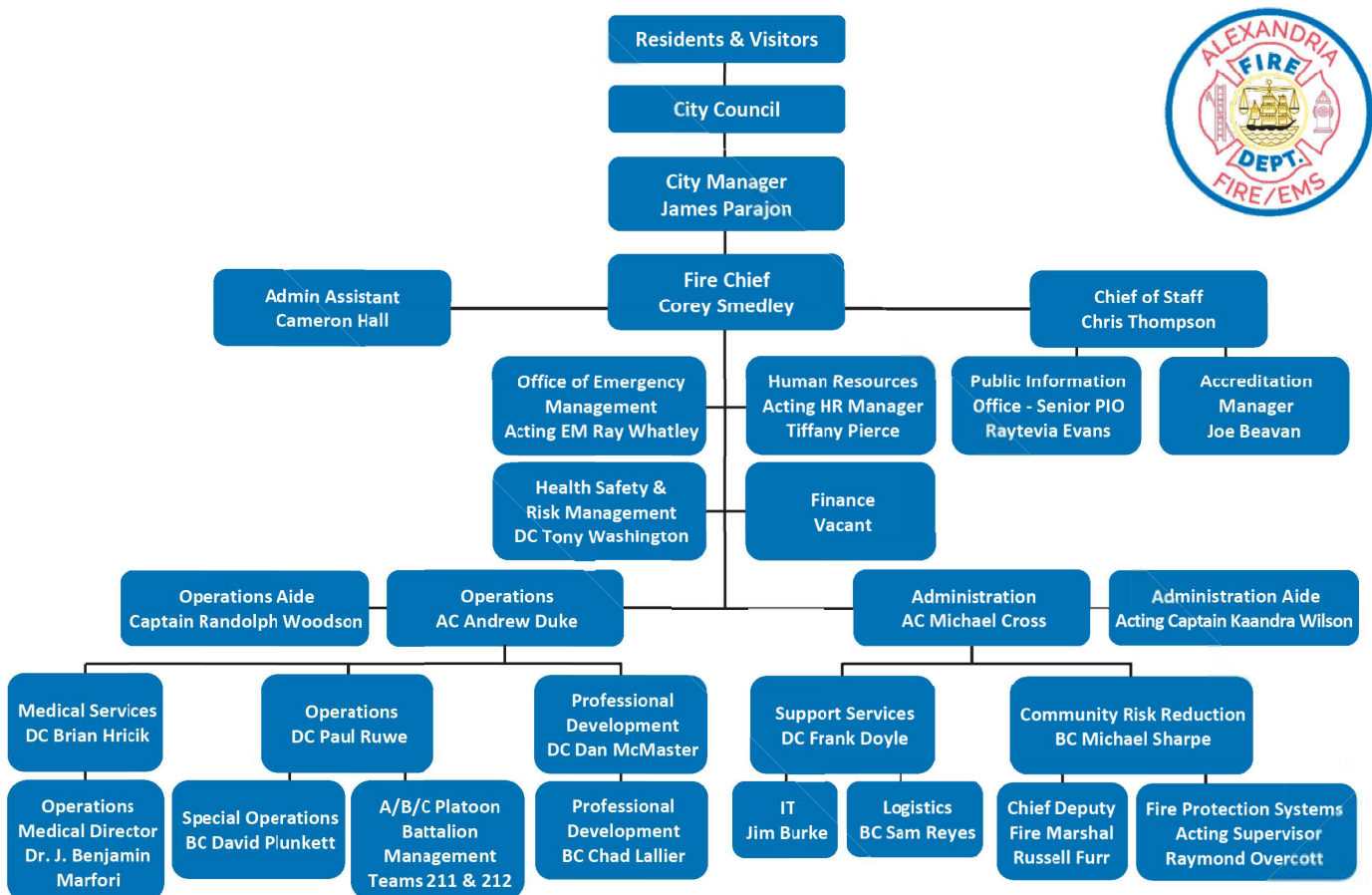
Vision Statement

Dedicated to our Community, our Profession and Each Other

Core Values

Unity – Community – Dedication – Professionalism – Preparedness

Organizational Structure



Fiscal Office

The City's budget process is from July 1 – June 30, which means as of this writing the fiscal year budget FY 2023 is just starting.

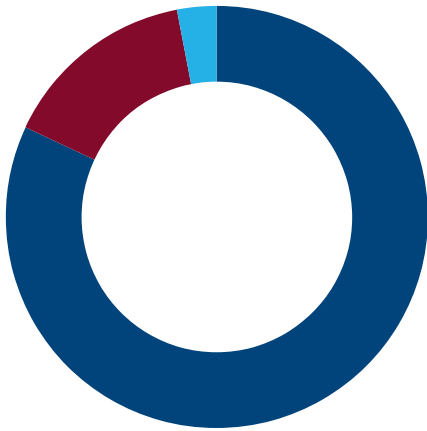
The FY 23 budget saw several significant increases for the Fire Department which saw the total budget increase of 6.4%, and increasing staffing FTEs by 6.6%:

- 20 new positions were added for relief staffing in Operations. These positions are designed to reduce holdovers and overtime in the Department. To help fund these positions, the Department has applied for a SAFER grant which would cover the costs of salary and benefits for three years of these positions. If the SAFER grant is awarded, it will cover \$1.8M of the \$2.2M of costs for the positions.
- All firefighters, medics, & fire marshals are receiving a 7% salary scale adjustment in FY 23, while all civilian & executive staff will receive a 4.5% salary scale adjustment in FY 23.
- The Fire Department will receive funding to send 5 firefighters to paramedic school in FY 23 sponsored by the City and cover overtime costs associated with their absence from the field (\$430k). Previously, this was paid for by grant funds, but those grants were not approved, and so the City is paying for this in future years to ensure enough trained paramedics in the Department.
- The travel and training budget was restored in FY 23 from reductions made in FY 21 & FY 22 related to the COVID pandemic and reduced travel expenses (\$100k).
- Costs are increasing due to inflation and items that the Fire Department purchases are no exception. There are several large contracts (Personal Protective Equipment, HVAC services) that are being reviewed by vendors with the possibility of significant cost increases coming in FY 23. The Fire Department asked for and received \$380k worth of funding adjustments for cost increases (not including fuel for apparatus and utilities of stations) within existing contracts and services in the Department. We anticipate *further* cost increases will be coming above this amount in FY 23.

The Fire Department's budget is largely driven by personnel costs as shown in the charts on the next page. It is important to note that these reflect *budgeted* amounts for Fiscal Year 2022, and not actual expenditures (which track very close to budget in terms of categories):

Fire Department FY 22 Budget

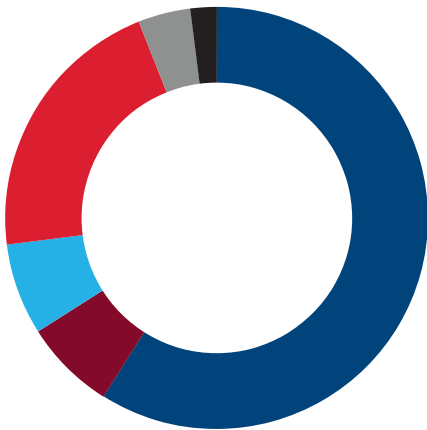
(in millions)



Personnel	\$47.3, 82%
Non-Personnel	\$8.7, 15%
Debt Service	\$1.7, 3%

Fire Department FY 22 Budgeted Personnel Costs

(in millions)



Salary & FICA	\$28.1, 59%
Overtime	\$3.2, 7%
Health Insurance	\$3.1, 7%
Retirement	\$9.9, 21%
Workers Comp	\$2.1, 4%
Other personnel costs	\$1.0, 2%

NON-PERSONNEL BUDGET

Operating Supplies	\$ 1.18M	17%
Grant Matches	\$ 1.05M	15%
Uniforms & PPE	\$ 859K	12%
Other/Misc	\$ 641K	9%
Utilities & Fuel	\$ 508K	7%
Vehicle Repair	\$ 435K	6%
Building Repairs	\$ 433K	6%
Vehicle Repair	\$ 367K	5%
Contract Services	\$ 322K	5%
Physicals & health services	\$ 306K	4%
Telecommunications	\$ 156K	2%
Ambulance Billing Contract	\$ 126K	2%
Capital Eqt. Replace	\$ 115K	2%
Equipment	\$ 95K	1%
Computer Eqt/ Software	\$ 83K	1%
Travel/training	\$ 81K	1%
Station cleaning supplies	\$ 63K	1%
Medical Supplies	\$ 43K	1%
Dues & subscriptions	\$ 38K	1%
Temporary Services	\$ 27K	0.4%
Total (without debt service)	\$ 6.93M	
Debt Services (Vehicles)	\$ 1.74M	
Total Non-Personnel (numbers do not add due to rounding)	\$ 8.65M	

Look Ahead: 2023 (FY 24) Budget Expectations

As of this writing, the City is closing the FY 22 budget process. While FY 23 saw many significant funding initiatives approved, the Department is working to ensure that there are proper replacement plans for many of the items that are/were funded, such as major capital assets (EMS supplies, buildings, etc).

As previously mentioned, inflation continues to be a significant concern as many vendors of our large contracts have already reached out indicating that they will be increasing costs in the coming months.

Beyond just looking within the Department's own budget, the Alexandria Fire Department continues to aggressively pursue grant opportunities and has had several successful applications which have helped to defray costs. The Department is still awaiting word on two grant applications related to COVID worth over \$6.5M, (the larger being a competitive SAFER grant) which would defray costs to the City.

While the Fire Department has seen success with grants, they are becoming more competitive and reporting requirements more extensive, making this a more challenging funding source.

There will certainly be an increased emphasis on trying to get grants to help defray costs given budget challenges. However, many of these applications are dependent on the grant agencies allowable expenses and those items deemed a high priority. The Department does its best to match up internal needs, with budget optimization, with each grant's priorities. We also work to make sure that core funding needs are not funded by grants, but that grants are instead, supplementing the Department operations. This ensures that core services are not at risk of being reduced if grants go away or are not renewed.

The chart below highlights only some of the major grants and applications that the Fire Department has been working with. It is important to note that once a grant is awarded there is still continuous work being done for financial and programmatic reporting.

The Alexandria Fire Department continues to aggressively pursue grant opportunities and has had several successful applications which have helped to defray costs.

GRANT	AMOUNT REQUESTED	AMOUNT AWARDED	USED FOR
Assistance to Firefighters Grant 2019	\$1.7M	\$540k	Health screenings with physicals, paramedic training, FOAM training, Traumatic Exposure Recovery Program, CPR Manikins, & O2x physical trainer program
Assistance to Firefighters Grant 2020	\$684k	\$466K	Health screenings for firefighters & medics, & O2x physical trainer program
Assistance to Firefighters Grant 2021	\$893k	Pending	Lifepaks, fire prop training simulator, & protection infection control kits
SAFER 2018	\$1.5M	\$1.5M	Partial salary & benefits for 9 new firefighters for three years
SAFER 2021	\$5.9M	Pending	Salary & benefits for 20 new firefighters for three years.

Accreditation Journey

In December 2020, the Alexandria Fire Department (AFD) engaged with the Center for Public Safety Excellence (CPSE) Technical Advisor Program (TAP) to pursue international accreditation. This model of accreditation entails a department-wide self-assessment process with the goal of continual improvement. The self-assessment will involve both internal and external stakeholder input to develop data-driven goals and objectives to help the AFD provide mission-focused service delivery to the residents, business owners, and visitors of the City of Alexandria. It will also promote transparency, accountability, and consistency throughout the Department.

The CPSE began in 1986 as a not-for-profit joint venture between the International City/County Management Association and the International Association of Fire Chiefs to develop a model of continuous improvement for fire and emergency service agencies. The CPSE later became the parent organization of two entities: the Commission on Fire Accreditation International (CFAI) was established to award accreditation to fire and emergency service agencies internationally, and the Commission on Professional Credentialing (CPC) to award professional designation to individual fire officers for recognition of career achievements and their commitment to continual self-improvement as well as improvement of the fire service.

Additional benefits of the accreditation process include an enhanced community relationship, identification of strengths and weaknesses, establishment of goals and objectives through strategic planning, and continual self-assessment. By going through this process, AFD will:

- Develop a community-based risk assessment specific to the City of Alexandria
- Develop standards of cover specific to the City of Alexandria based on our risk assessment
- Develop a Community Driven Strategic Plan
- Conduct a department-wide self-assessment, during which we will write to 250 performance statements based on 11 topics including, but not limited to:
 - financial planning and practices
 - resource deployment and response times
 - department and community resiliency
 - recruitment and retention
 - training and professional development
 - employee health and safety

This model of accreditation entails a department-wide self-assessment process with the goal of continual improvement.



(l to r) TAP members tour AFD Station 201. Fire/EMS Chief Corey Smedley greets residents at a community meeting about accreditation where they provided feedback used to help develop the Department's strategic plan.

Upon completion of all the steps, we will be assessed by an independent team of our peers from other emergency service agencies from around the nation to determine if our practices, policies, and procedures meet the requirements to go before the CFAI Commission for further review and a determination on international accreditation. If approved, the accreditation is valid for a five-year term. AFD is projected to go before the CFAI Commission in September 2023.

As an additional benefit of accreditation process, we have several personnel in the department who have completed the training to become peer assessors. This training allows them to participate as members of peer assessment teams and work with other fire and emergency service leaders from across the nation to ensure the candidate agency is ready to go before the CFAI Commission for a determination on accredited status. This valuable process provides knowledge of and exposure to different programs other agencies have implemented to help them achieve their goals and objectives. Our department then can review these programs to determine if they may be beneficial to our community in some form. It also provides a pathway for staff to give back to the fire service to advance the industry. AFD has four personnel who have participated in this process.

Currently, less than 15% of the fire and emergency service agencies in the nation are accredited. By obtaining international accreditation, AFD will ensure it is operating to industry best practices and is doing its part to help the City of Alexandria become a High Performing Organization with highly trained and educated personnel.

TIMELINE OF ACHIEVEMENTS:

- **December 1, 2020**
Contract drafted and signed with CPSE
- **April 19-23, 2021**
Chief Smedley participated as a Peer Assessor for the Spartanburg (SC) Fire Department
- **May 9-13, 2021**
Accreditation Manager participated as a Peer Assessor for Truax (WI) Fire and Emergency Services
- **May 24-26, 2021**
16 personnel completed Quality Improvement for Fire and Emergency Services training
- **June 7, 2021**
Tour of the community held with TAP and assisted by staff from Planning and Zoning
- **June 8-9, 2021**
Part 1 training on development of Community Risk Assessment – Standards of Cover Document presented by TAP
- **July 20-21, 2021**
Part 2 training on development of Community Risk Assessment – Standards of Cover Document presented by TAP
- **July 22, 2021**
Community meeting held at the George Washington Masonic Temple
- **August 2021**
Personnel began work on Modules 1-3 of the Community Risk Assessment – Standards of Cover document
- **September 7-10, 2021**
Captain Woodson participated as a Peer Assessor for the Grissom Air Reserve Base (IN) Fire Department
- **December 13-17, 2021**
Battalion Chief Reyes participated as a Peer Assessor for the O'Fallon (MO) Fire Protection District



Administration Section

Administration Section

The **Administration** Section provides management, logistical, technical, and professional support to the Fire Department. Administration oversees logistics, information technology support, and fleet and facilities maintenance for sworn and civilian personnel.

Logistics

Logistics provides support through specification, selection, acquisition, maintenance, repair, and replacement of the Department's vehicle fleet, facilities, equipment, personal protective gear, uniforms, and supplies. The work of Logistics is performed by various units.

FACILITIES UNIT

- Oversaw the demolition of the old Station 203 and the construction and reoccupation of the new station, for the completion of a project to replace a building that stood for over 70 years. The completed replacement project for Station 203, celebrated a new two-story structure of over 15,000 square feet.
- Provided project management for multiple Capital Improvement Projects (CIP) to improve the worksite conditions for emergency responders.
- Continued to provide ongoing maintenance and maintained an on-site presence during the pandemic to ensure all building systems remained in working order.
- Collaborated with city agencies to ensure facilities maintenance procedures aligned with pandemic management objectives.



City officials cut the ribbon during a ribbon cutting ceremony in June 2021 at the new Station 203.

SUPPLY UNIT

- Managed and directed annual hose testing for the entire inventory of hose to ensure compliance with NFPA 1962- *Standard for the Care, Use, Inspection, Service Testing and Replacement of Fire Hose, Couplings, Nozzles and Fire Hose Appliances*
- Assisted ALIVE food donation with time and box truck to deliver supplies to their distribution site.
- Was an integral part of delivering supplies even while stations were shut down for the pandemic. The Supply Unit remained working on site to provide important support for the pandemic response. The Supply Unit also provided support for delivery of COVID PPE such as delivering masks and gowns from City allotments to the Fire Department PPE depot.
- Continued to provide routine supply needs to all stations, recruit school, Training Division and FDOC, throughout the pandemic.

Information Technology

The Fire Information Technology (Fire IT) team delivers, manages, and supports the technology solutions that facilitate and enhance the Fire Department's all-hazards public safety mission.

- Implemented major changes to transition to facilitate teleworking due to COVID-19:
 1. Substantially increased our laptop deployments with VPN access to City resources
 2. Deployed and trained staff on collaboration tools including SharePoint and Teams
 3. Leveraged remote support tools to maintain seamless Fire IT user support
- Integrated EMS Patient Care Reporting System with regional hospital information system to improve continuity of patient care and data exchange to enhance ambulance billing
- Enhanced cybersecurity by deploying and supporting two-factor authentication platform
- Delivered major technology infrastructure support for Department restructure and to support upcoming accreditation journey.



(l to r) Recruit Daujaune Kirk is pinned by a family member during the 50th Recruit School Graduation Ceremony. Deputy Emergency Manager Brent Ruggles participates in a community engagement and preparedness event.



AFD first responders participate in various community outreach events in the City of Alexandria.



Operations Section

The **Operations Section** consists of the Suppression, Emergency Medical Services (EMS), and Training divisions, and the Special Operations Battalion.

Operations provides emergency and non-emergency services 24 hours a day, 365 days a year. The all-hazards response model includes fire suppression, advanced life support (ALS) medical treatment, technical rescue, hazardous materials mitigation, and marine rescue.

EAST BATTALION

Station 201 – 317 Prince St.

Station 202 – 213 E. Windsor Ave.

Station 204 – 900 Second St.

Station 205 – 1210 Cameron St.

Station 209 – 2800 Main Line Blvd.

WEST BATTALION

Station 203 – 2801 Cameron Mills Rd.

Station 206 – 4609 Seminary Rd.

Station 207 – 3301 Duke St.

Station 208 – 175 N. Paxton St.

Station 210 – 5255 Eisenhower Ave.

Emergency Medical Services (EMS)

Even before the COVID-19 pandemic began to impact the City, the EMS Division was on the front lines of the City of Alexandria’s response efforts. Employees within the division began assisting with the planning and preparation by identifying training and resources that had been developed by other communities already encountering patients with the virus.

Personal protective equipment (PPE) was a major concern during the preparation phase of our response as national and worldwide shortages were being experienced throughout the healthcare community and traditional vendors were choosing to fill larger orders of PPE for healthcare systems prior to filling orders for smaller EMS agencies. Through connections and partnerships with regional and statewide stakeholders, we were able to leverage our purchasing power to increase order sizes through partnerships with the Virginia Office of EMS and Northern Virginia EMS Council.

The Alexandria Health Department (AHD) became a daily connection for the Medical Services Deputy Chief and assisted with the implementation of daily reports that have become a mainstay to help the City monitor EMS interactions with patients experiencing COVID-like symptoms.

Our Operational Medical Director (OMD), Joseph B. Marfori, MD, became critical in developing questions for surveillance of patients prior to arrival of our EMS providers. He authorized the adjustments to our medical protocols and treatment procedures that increased the safety of our providers and patients as they sought treatment through our services.

One of these adjustments was the inclusion of a nurse triage line through our partners at the Department of Emergency and Customer Communications (DECC). 9-1-1 Call-takers had the opportunity to transfer a caller to a contracted nurse triage line if they met defined criteria that did not warrant an immediate EMS response. The caller would be transferred to a nurse who would offer guidance on how they could be treated at home for COVID-like symptoms that did not require



EMS Lieutenant Edgar Velazquez talks to Captain Randolph Woodson, Jr. after checking the medic unit at Station 206.

an emergency room for treatment. The caller would then receive a follow up with a non-emergency visit or phone call from our Community Paramedic program within 48-72 hours of calling 9-1-1. This assisted in keeping the healthcare resources available for those experiencing serious to critical symptoms.

Nationally the use of 9-1-1 services experienced a decrease in calls for service as communities were asked to treat minor symptoms at home. The public also showed a general hesitancy to interact with the healthcare system out of fear of the virus. Alexandria's EMS service was no exception as our patient transport numbers to hospitals were lower than previous years.

As 2020 continued, EMS continued to answer calls in non-traditional ways. The Virginia Office of EMS worked with the Virginia Department of Health so EMS providers could be authorized as vaccinators once a COVID-19 vaccine became available. Through an agreement with the AHD, our OMD authorized 76 paramedics and emergency medical technicians (EMTs) to be serve as vaccinators in the City's effort to provide vaccinations to all eligible Alexandrians and employees.



On an annual basis, the Alexandria Fire Department participates in the American Heart Association's (AHA) Mission Lifeline program. The program requires sharing of data from EMS agencies surrounding specific performance measures that have proven to be effective in increasing survivability and decreasing mortality for patients experiencing heart attacks and strokes. The Alexandria Fire Department received the Mission Lifeline Gold Plus Award for 2020 and 2021. This is the highest-level award available to EMS agencies, and AFD has received the highest-level award for every year the department has applied since the inception of the program in 2014.

In 2021, the EMS Division continued to provide state-of-the-art medical services to the residents, visitors, and employees in and around the City of Alexandria. Despite the challenges of working within the healthcare environment during a pandemic, the basic life support (BLS) providers and advanced life support (ALS) providers continued to bring emergency services to the bedside of their patients.

In 2021, the EMS Division continued to provide state-of-the-art medical services to the residents, visitors, and employees in and around the City of Alexandria.

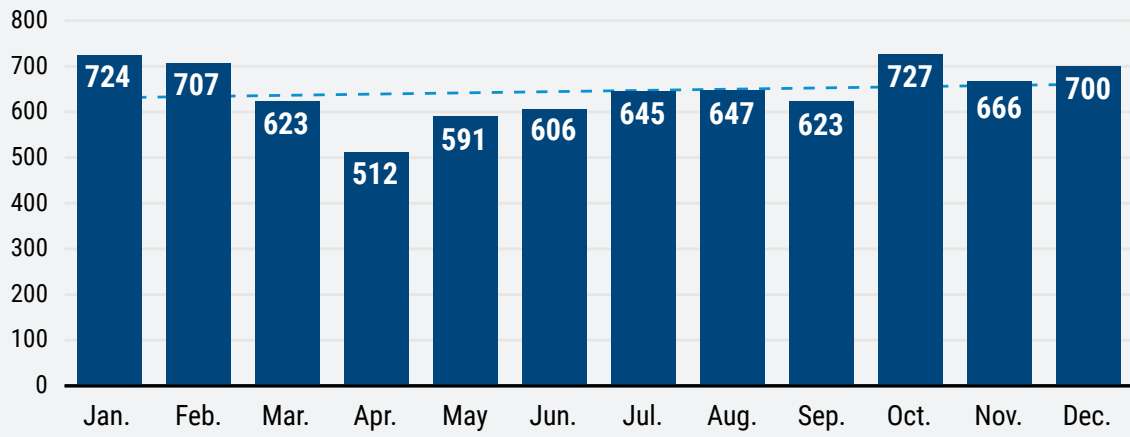
Throughout 2021, EMS adjusted to provide a multi-tiered response to medical emergencies and traumatic injuries. In 2021, EMS also changed from an all-ALS transport system to a system that provides both BLS and ALS transport capabilities. The addition of BLS transport units is designed to allow ALS resources to remain available when a patient's condition does not require an upgrade to that level of care. This ensures that patients experiencing more critical illnesses or injuries, such as heart attacks and strokes, have those resources available when needed.

The OMD worked with department leadership to onboard an Associate Medical Director (AMD). Andrea Donohoe, PAC, is a physician assistant who has worked with Dr. Marfori and has an interest in EMS. Andrea has been added to the team through a no-cost contract which allows her to work with EMS leadership regarding EMS training and quality improvement initiatives. In addition, she assists Dr. Marfori with medical control responsibilities.

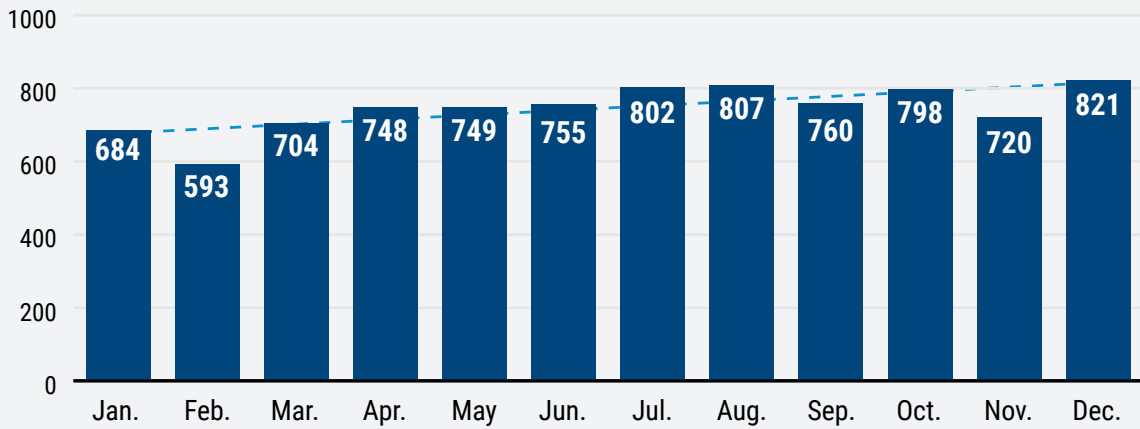
Patient transport numbers in 2021 continued to rebound from the COVID-19 pandemic and by the end of the year, the numbers returned to pre-pandemic levels. These numbers include both ALS and BLS transport totals.



2020 MONTHLY TRANSPORT TOTALS



2021 MONTHLY TRANSPORT TOTALS



Training Division

2020

Field Training

RESOURCE CATEGORY	TIMES USED
Facilities (Burn Bldg., High Bay, Tower, etc.)	198
Props and Equipment (Smoke Machines, Manikins, Force Doors, etc.)	86
Acquired Structures (3 structures used in 2020)	46

Suppression Training

	Driver Training	Facility Training	Haz Mat Training	Officer Training	Company Training
<i>Admin Total</i>	42	48	44	93	836
<i>Ops A Shift Total</i>	261	225	160	327	3797
<i>Ops B Shift Total</i>	260	431	171	481	5209
<i>Ops C Shift Total</i>	274	292	136	469	4328
<i>Grand Total</i>	837	996	511	1370	14170



2021

Field Training

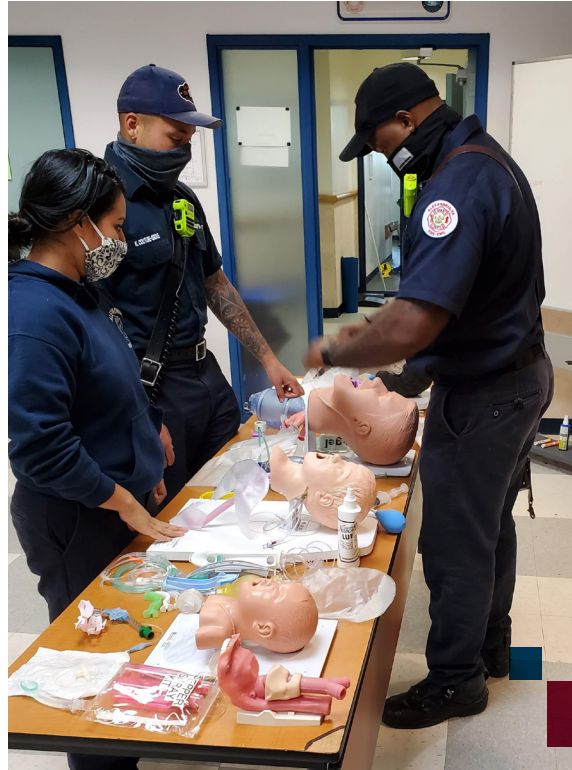
RESOURCE CATEGORY	TIMES USED
Facilities (Burn Bldg., High Bay, Tower, etc.)	120
Props and Equipment (Smoke Machines, Manikins, Force Doors, etc.)	117
Acquired Structures (3 structures used in 2021)	36

DRIVER OPERATOR EVALUATIONS*	# COMPLETED
Engine	9
Truck	3
Tiller Operator	3

*Testing under FTU resumed in June of 2021

Suppression Training

	Driver Training	Facility Training	Haz Mat Training	Officer Training	Company Training
<i>Admin Total</i>	23	82	114	61	1150
<i>Ops A Shift Total</i>	283	759	386	213	9358
<i>Ops B Shift Total</i>	264	869	396	208	10351
<i>Ops C Shift Total</i>	291	883	402	203	9791
<i>Grand Total</i>	860	2592	1298	685	30650



(clockwise from top left) Recruit Genét Moore is pinned by a family member during the 49th Recruit School Graduation Ceremony. AFD first responders participate in EMS training. AFD's 52nd Recruit School prepares to go into the burn building during their recruit school academy training. AFD training personnel conduct fire suppression training at recruit school.

Recruit Schools (2020 & 2021)

AFD graduated 16 recruits from Recruit School 51 who went to Operations in April 2021, and 23 recruits graduated from Recruit School 52 and went to Operations in April 2022.

Over the last two years Recruit Schools 51 and 52 successfully completed four live fire training exercises at the AFD Burn Building. As expected, each training exercise got progressively better. With supervision, recruits learned how to safely fight fires in a controlled setting under reasonable stress. Additionally, these AFD Firefighter/EMTs were able to experience the phases of fire and its development in real time. The coordinated drills are not only useful to the recruits but also the instructors, allowing them to observe individual skill levels and correct any possible deficiencies.

- EMS Training facilitated 305 employee certification and recertification during 2020-2021
- EMS Division supervises 87 Paramedics and 218 Emergency Medical Technicians



By the Numbers

8 NREMT-P providers successfully completed their ALS Internship, allowing them to practice under Alexandria's Medical Director.

7 AFD first responders successfully completed paramedic school, graduating as NREMT-P

40 providers were certified as CPR instructors

5 ALS providers trained as Field Training Officers (FTO)

172 EMTs certified as sole ambulance attendants

14 Advanced Life Support American Heart Association classes

The **Special Operations Battalion** provides an array of specialized services to the community including technical rescue, hazardous materials response and mitigation, inland water rescue, ice rescue, and marine operations. In addition to serving a critical role at fire, rescue, and medical incidents, Special Operations first responders are specially trained for and charged with responding to those events involving dangerous/hazardous goods or physical conditions that pose potential harm to people, property, and/or the environment. Grant funding continues to provide much needed financial support for the operations of the teams. Grant funds have allowed the teams to replace and upgrade equipment that was nearing the end of its service life and pay for training programs that help prepare our first responders to respond to unique emergencies.

HAZMAT responders are specially trained for, and charged with, responding to those events involving dangerous goods or physical properties that pose potential harm to people, property, and/or the environment. In addition, the Hazardous Materials Response Team (HAZMAT) is charged with maintaining a working knowledge of specialized chemical protective equipment; scientific detection and air monitoring equipment; safe methods for the containment of chemical spills; appropriate techniques for the “off-loading” of chemicals from damaged containers; and the efficient and effective use of reference material to determine chemical hazards that may cause harm to themselves and the community.



Marine Operations (MOT) responders are trained to respond to maritime emergencies on the Potomac River. The Marine Operations Team (MOT) operates on the river using Fire Boat 201. The Fire Boat is cross staffed by Engine 201 with a minimum requirement of four trained maritime personnel. The MOT works side-by-side with the U.S. Coast Guard and the District of Columbia Marine Unit to provide rapid response to incidents involving the navigable waters of the Potomac River.



Inland Water Rescue (IWR) responders are trained to handle flood, ice, and swift water responses in areas inland of the Potomac River. The Inland Water Rescue Team operates using trailered inflatable rescue boats along with specialized tools and equipment designed for water and ice conditions. They receive extensive rescue training that involves swimming and navigating while in flood and swift water conditions. The Inland Water Rescue and the Marine Operations Teams work together to handle the flooding conditions that regularly impact the Alexandria community and region.



Technical Rescue response involves incidents such as auto accidents requiring vehicle extrication, WMATA, and train incidents, building collapses, trench rescue, confined space rescue, and high and low angle rope rescue.



With the global pandemic, certification classes for the different disciplines that are traditionally held each year were limited; however, Special Operations Teams used their creativity to maintain their skill sets while still maintaining appropriate safety protocols related to the pandemic.



HAZARDOUS MATERIAL TEAM

- 1 team member completed their Hazmat Technician certification program

1,129 additional hours of training were recorded by team members



INLAND WATER RESCUE

140 additional hours of training were recorded by team members



MARINE OPERATIONS TEAM

- 2 team members completed a Coast Guard Captains course

438 additional hours of training were recorded by team members



TECHNICAL RESCUE TEAM

2 team members completed all requirements to be released as tech rescue certified by the Fire Department. AFD Tech Rescue Instructors taught the following courses to AFD and Arlington County Fire Department first responders:

- ITR Mod 2
- Rope Rescue L1
- Vehicle L1
- Con Space L1

1,019 hours of training were recorded by team members

2021

On June 12, 2021, AFD implemented an organizational restructure in an effort to improve service efficiency and response times across the City; reduce cost; increase safety on the roadways; and improve response preparedness for specialty teams. The specialty units relocated in the following manner:

- HazMat Team moved from Station 209 to Station 210
- Marine Operations Team moved from Station 201 to Station 204
- Technical Rescue Team moved from Station 206 to Station 209
- Inland Water Rescue moved from Station 204 and was combined with the Technical Rescue Team at Station 209.

The following is a summary of training completed by the teams in 2021:



HAZARDOUS MATERIAL TEAM

Certification classes completed:

- VDEM Hazmat Technician – 2 team members
- VDEM Chemistry of Hazardous Materials – 1 team member
- VDEM Advanced Tactical Control – 1 team member
- Other training courses completed by multiple team members:
 - RAE Systems Technician 1
 - HazMat IQ
 - Personal Radiation Detector course / Primary Screener
 - Radiation Isotope Identifier course / Secondary Screener

1,110 additional hours of training were recorded by team members



MARINE OPERATIONS TEAM

- 3 team members completed the Captains course

400 additional hours of training were recorded by team members



INLAND WATER RESCUE

- Flood and Swiftwater rescue technician – 12 team members April 2021
- Flood and Swiftwater boat operator course – 12 team members May 2021

Over 200 additional hours of training were recorded by team members



TECHNICAL RESCUE TEAM

- One team member completed all requirements to be released as tech rescue certified by the Department
- Hosted VDFP Trench Level 1 and Level 2 Class in Alexandria in July 2021 for AFD and ACFD personnel
- Presented Introduction to Technical Rescue to Recruit School 51 in February 2021
- Six team members completed a program hosted by Fairfax County Fire and Rescue that certified them in rope rescue, confined space, trench rescue, vehicle extrication, and structural collapse.

1,019 additional hours of training were recorded by team members.



Health, Safety & Risk Management Division (HSRM)

The **Health, Safety & Risk Management** (HSRM) Division provides 24-hour health, safety, and risk management support with the dedicated position of a Shift Safety Officer. While our first responder are caring for and ensuring the safety of civilians during emergent situations, HSRM is ensuring the safety and protection of our first responders. HSRM administers and manages AFD's occupational safety and health program and ensures health and safety compliance for components under the National Fire Protection Association (NFPA) and the Occupational Safety and Health Administration (OSHA).

**HYPERTENSION
IN THE FIRE
DEPARTMENT**

- This is a health issue that a lot of people continue to face, including those who work in fire and EMS. Identifying and controlling high blood pressure is something to take very seriously. Roughly one-half of HTN individuals do not have adequate blood pressure control.
- Complications of HTN include heart failure, ischemic stroke, intracerebral hemorrhage, heart disease, chronic kidney disease and end-stage kidney disease
- This is the most prevalent modifiable risk factor for premature cardiovascular disease more common than cigarette smoking or diabetes
- As blood pressure increases, the likelihood of a cardiovascular event increases

Blood Pressure Control Comparisons



2020

- 35 employees identified in Stage 1 HTN
- 10 Stage 2 HTN
- Patient identification started
- Patients with elevated numbers counseled given time to retest after changes made or follow up with HCP
- Patient education started

2021

- From 35 employees' numbers reduced to 11 in Stage 1 HTN
- From 10 in Stage 2 HTN numbers reduced to 0
- Continual follow ups and patient education still underway

COVID-19 OUTCOMES

- One of the first agencies to have 24-7, in-house testing available to employees at Station 202
- Conducted own contact tracing within 24 hours of exposure within business days (at least a week sooner than local health depts were getting to individuals)
- Thousands of tests completed for AFD employees and other public safety officials
- Outbreak management and testing all done by HSRM

CANCER FINDINGS

- 3 cancerous or precancerous tumors/nodules found
- One example of why early screening in the Fire Department is important is employees identifying thyroid cancer or having tumors removed.
- Multiple cysts, nodules and masses identified during annual physicals in 2020 & 2021 that employees were made aware of to include testicular, prostate, and uterine masses. This will help them keep track of size/growth and they can also follow up with their primary healthcare providers (PCP) to do more follow up testing and get a better grasp on their health. It's never too early; preventative care is key.

DIABETES IN THE FIRE DEPARTMENT

Blood Glucose Control

2020

- 13 employees with elevated hemoglobin A1c > 6.4%
- Patients with elevated A1c were counseled and referred to PCP
- Close follow up with these patients including follow up blood tests
- Patient education initiated

2021

- 13 employees now reduced to 7 members with elevated A1c
- Patient education still continual
- Lab work for close monitoring still available in-house



OTHER FINDINGS

2020

- 21 employees identified with elevated liver enzymes
- 24 employees with elevated triglycerides > 150 mg/dL
- 16 employees with abnormal TSH levels

2021

- From 21 employees' numbers reduced to 5
- From 24 employees reduced to 10
- From 16 employees reduced to 3

Again, patient education was very important here. We identified that many of the elevated numbers were due to misuse of OTC drugs paired with increase alcohol intake during off days. After patient education, some labs were redrawn after actions were corrected and levels were back down to normal ranges.

ADDITIONAL TESTING

- We've added full body ultrasounds to enhance early detection of masses, cysts, tumors etc.
- We've added A1c testing to better identify and manage elevated blood glucose levels in employees before they become harder to manage
- We also check PSA for men, CA 125 for woman and added the fecal occult blood test (FOBT) this upcoming year to increase our colorectal cancer screening efforts

WELLNESS

- The clinic is open by appointment for employees who are sick or have other medical concerns.
- When prescriptions are written for on duty employees, they do not have to use sick leave (when not infectious).
- Follow up labs are completed while on duty so employees can conveniently keep better track of their health.
- Immunizations are now offered in-house including Hep B, TDAP, and Hep A which covers all employees, requirements for specialty teams such as swift water, and pregnant firefighters who may need TDAP

INFECTION PREVENTION (NON-COVID)

- All BBF/ exposures handled in house with a 24-hour turn around period
- TB exposure management and testing done in house (4 TB exposures completed thus far)
- Any follow ups processed by HSRM through W/C if necessary
- BBF/Meningitis/TB exposures all managed in house;
- Medical personnel available to safety officers 24/7 for guidance



Office of Emergency Management

2020 Trainings

TOPIC	TRAINING
<i>EOC Activations</i>	<ul style="list-style-type: none"> • March 2020 – present COVID-19 (Virtual) • June 2-4, 2020 – Civil Demonstrations (Partial) • November 3, 2020 – Elections (Partial)
<i>Emergency Declarations</i>	<ul style="list-style-type: none"> • COVID-19
<i>Events</i>	<ul style="list-style-type: none"> • COVID-19 Community Testing Events planning <ul style="list-style-type: none"> – May 25 Landmark Mall and Cora Kelly Elementary School event • Civil Demonstrations planning • OEM Flu POD support <ul style="list-style-type: none"> – 9/26 TC Williams HS event – 10/3 FC Hammond MS event • Elections planning • COVID-19 Vaccination planning
<i>After Action Reports</i>	<ul style="list-style-type: none"> • Emergency Preparedness Council TTX
<i>Participated in the Following Exercises</i>	<ul style="list-style-type: none"> • Alexandria Bio response TTX • Potomac River Spill Exercise • Traffic Incident Management System • Inauguration Evacuation TTX
<i>Exercises Evaluator Support</i>	<ul style="list-style-type: none"> • AHD COOP TTX • WebEOC Drill Q1 & Q3

TOPIC	TRAINING
-------	----------

*Training/Public Outreach
Delivered*

- EOC 101 x2
- Joint Information Center Seminar
- Virginia Public Assistance (VirginiaPA) training
- WebEOC just in time training
- Individual Damage Assessment training
- AHD training for EM Liaisons
- USPTO Preparedness day
- Activu Part 1 (EOC AV System) training x4
- Activu Part 2 (EOC AV System) training
- AHD Flu POD training
- NIMS training
 - ICS 100 (January 5 students)
 - ICS 300 (January 20 students)
 - ICS 400 (February 10 students)
- CERT (Virtual for Spring 2020 and Fall 2020)
 - 25 students completed all phases of training to include socially distanced in person training)
- Until Help Arrives (virtual and in-person small group skill stations)
 - Multiple offerings
- EOC Virtual Tour for EM students
- EOC tour for ACPS Safety and Security and Emergency Management

*Conferences/Major Training
Staff Attended*

- Plantation Pipeline EM Preparedness
- FEMA Public Assistance Workshop
- L0499 ICS Train the Trainer
- E-0133 Master Exercise Practitioner Program
- FEMA Faith Based Plans webinar

OTHER DIVISION ACCOMPLISHMENTS

- *January*
Michael Brown and Teresa Scott Hoggard are now able to teach the Updated ICS Courses
- *February*
Flood Response Plan approved
- *April*
NIMS processed 64 Independent Study Courses from various City employees
- *May*
NIMS processed 3 Independent Study Courses from various City employees
- *June*
Whatley awarded IEAM CEM professional designation
- *July*
NIMS processed 4 Independent Study Courses from various City employees
- *October*
2020 COA Emergency Operations Plan submitted to FD leadership for final review
Received award notice for Emergency Management Program Grant - Supplemental Health Equity Grant
- *October*
MYTEP 2021-2023 Completed and distributed to City Departments

SIGNIFICANT NOTES

The EOC continues to operate virtually for the COVID-19 response. OEM has coordinated normal and emergency supplies requests to include an urgent request for ACPS limited opening for all faculty with VDEM.

CERT was activated twice to assist with sandbag distribution on August 8 and October 28.

2021 Trainings

TOPIC	TRAINING
<i>City Emergency Operations Plan</i>	<ul style="list-style-type: none"> • Approved by Council on March 10, 2021
<i>EOC Activations</i>	<ul style="list-style-type: none"> • January <ul style="list-style-type: none"> – Monitoring for Presidential Inauguration • January 6-7 – Civil Demonstrations (Partial) • March 2020 – May 2022 COVID-19 (Virtual) <ul style="list-style-type: none"> – Whatley – EOC Planning Section Chief (July 2020 – May 2022) – Ruggles – EOC Operations Section Chief (July 2020 – November 2021) – Brown – EOC OEM Liaison (July 2020 – present) – Coleman – EOC Deputy Planning Section Chief (February 2022 – May 2022) • June 8 – Primary General Election (Partial) • November 2 – Mid-Term Elections (Partial)
<i>Emergency Declarations</i>	<ul style="list-style-type: none"> • COVID-19 set to expire on June 30, 2022
<i>Real World Events</i>	<ul style="list-style-type: none"> • Civil Demonstrations • COVID-19 Vaccination POD support • Flooding – Sandbag operations • Election’s planning
<i>After Action Reports</i>	<ul style="list-style-type: none"> • Lake Barcroft TTX • COVID-19 (first 18 months) October 2021 • BioWatch TTX (Joint with AHD)
<i>Participated in the Following Exercises</i>	<ul style="list-style-type: none"> • Lake Barcroft TTX April 2021
<i>Exercises Evaluator Support</i>	<ul style="list-style-type: none"> • Lake Barcroft TTX April 2021 • WebEOC Drill March, June, and September 2021

TOPIC**TRAINING***Training/Public Outreach
Delivered*

- ACPS Preparedness April 2021
- Library Community Outreach – Severe Weather Preparedness April 2021
- EOC Utilized by APD IMST for training
- APD Planning P Process training June 2021
- EOC 101 March, July, and September 2021
- Activu (EOC AV System) training
- NIMS training
 - ICS 300
 - January 33 students*
 - February 29 students*
 - April 25 students*
 - May 30 students*
 - October 12 students*
 - December 8 students*
 - ICS 400
 - April 27 students*
 - May 30 students*
 - July 25 students*
 - November 16 students*
- EOC Training
 - G191
- August 28 students
- September 22 students
 - ICS for APD
 - June 12 students*
- CERT (Virtual for Spring 2021 and Fall 2021)
 - Students completed all phases of training (virtual and in-person small group skill stations)
- Until Help Arrives (virtual and in-person small group skill stations)
 - Multiple offerings



The Swift Water Rescue Team trains on the Potomac River.

TOPIC	TRAINING
<i>Conferences/Major Training Staff Attended</i>	<ul style="list-style-type: none"> • AFD Quality Improvement Training (3 days) May 2021 • VEMA Online Conference • IAEM Conference
<i>Other Division Accomplishments</i>	<ul style="list-style-type: none"> • Ruggles obtained IAEM Certified Emergency Manager • MYTEP/Integrated Preparedness Plan 2022-2024 Completed and distributed to City Departments

The EOC continues to operate virtually for the COVID-19 response. OEM has coordinated normal and emergency supplies requests to include several urgent requests for EOC Logistics with VDEM.

Public Information Office (2020-2021)

SOCIAL MEDIA RECAP

Alexandria Fire Department

 Total Audience
19,215

 Engagements
213,246

 Impressions
2,663,564

AlexandriaVAFD
Fri 10/2/2020 9:22 pm PDT


My name is Alex Majano. I was born in El Salvador in the midst of a civil war that forced my parents to leave their home in search of a place where my sister and I would have better opportunities and...



Total Engagements	21,840
Reactions	4,417
Comments	169

AlexandriaVAFD
Fri 8/13/2021 12:16 pm PDT

In addition to promoting Lt. Sharpe and EMS Lt. Prodoehl, today Fire/EMS Chief Corey Smedley promoted 18 other Lieutenants, EMS Lieutenants, and Captains. It's a true #FirstResponderFriday for AFD a...



Congrats to our 20 newly promoted EMS Lieutenants, Fire Lieutenants & Captains!

Total Engagements	1,567
Reactions	489
Comments	204

@AlexandriaVAFD
Sat 3/28/2020 12:08 am UTC


With help from Alexandria Animal Control, some of our first responders rescued a Border Collie from a vault i...



Total Engagements	1,860
Likes	88
@Replies	3
Retweets	16
Post Link Clicks	11
Other Post Clicks	1,742

@AlexandriaVAFD
Thu 10/28/2021 1:34 pm UTC

Around 7:40am, AFD & @ffxfirerescue responded to a motor vehicle crash on S. Van Don St/Stevenson Ave. There...



Total Engagements	3,557
Likes	45
@Replies	3
Retweets	9
Post Link Clicks	2
Other Post Clicks	3,498

OEM

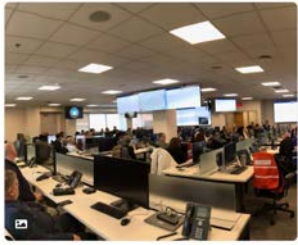
 Total Audience
1,200

 Engagements
13,059

 Impressions
515,358

AlexandriaVAOEM
Thu 1/30/2020 8:07 am PST


Your City leadership participating in an exercise. Learning never stops. Preparing for the next emergency. AlexandriaVA.gov



Total Engagements	161
Reactions	63
Comments	6

AlexandriaVAOEM
Mon 3/1/2021 8:37 am PST

Recognizing women who have made a major impact on public safety and emergency management and who play a vital role in making these industries what they are today. OEM's Teresa Scott-Hoggard...



TERESA SCOTT HOGGAR
REGIONAL PLAN

Total Engagements	218
Reactions	74
Comments	34

@AlexandriaVAOEM
Fri 6/2/2020 9:48 pm UTC


Our EOC public information officer Sarah Taylor is hard at work as OEM provides an assist to other City agencies throughout the day. <https://t.co/861YWM4pu>



Total Engagements	673
Likes	13
@Replies	0

@AlexandriaVAOEM
Sun 10/11/2021 1:18 am UTC

Earlier today Emergency Management with the help of our CERT and Volunteer Fire Department were out helping our community after the coastal flooding. <https://t.co/85A8jT8m>



Total Engagements	556
Likes	22
@Replies	2



Community Risk Reduction Division

The **Community Risk Reduction Division** (CRR) was established in May of 2021 to coordinate and manage the efforts of the Fire Marshal’s Office, Fire Protection Systems Inspectors, and the Community Outreach Unit. Additionally, CRR engages with many external stakeholders to represent Fire Department needs as they apply to decisions involving various projects throughout the city.

The Alexandria Fire Department has an Insurance Services Office (ISO) fire rating of 2. The ISO fire rating how well a fire department can protect your community and home. Insurance companies use this rating to help set home insurance rates, as a home that is less likely to be severely damaged or destroyed by a fire is cheaper to insure. The highest ISO fire rating is a 1.



CRR is managed by a Battalion Chief who directly supervises the Chief Deputy Fire Marshal, the Fire Protection Systems Inspections Supervisor, and the Community Outreach Coordinator. This Battalion Chief also regularly liaises with many other City, State, and regional partners including:

- Virginia DOT
- Maryland DOT (WW Bridge)
- Code Administration
- Geographic Information Systems
- Alexandria Police
- Alexandria Sheriff’s Office
- Planning and Zoning
- Transportation and Environmental Services
- Alexandria Safe Streets
- Old Town Business Association
- Local Business Owners

In addition, the CRR Battalion Chief is tasked with representing the Fire Department’s interests throughout many venues across the city. Some examples of those interests include:

- Unit Block King St. Closure
- Traffic Calming Design/Location
- New Street Names/Addressing
- Small Area Plans
- Outdoor Dining Program
- Parklet Design
- Special Events
- Neighborhood Coordination
- Bikeshare Locations
- Pool Addressing Program
- Landmark Mall Demolition

The **Fire Protection Systems Retesting Unit** is responsible for enforcement of the Virginia Statewide Fire Prevention Code, applicable sections of the Virginia Construction Code and related sections of the Code of the City of Alexandria.

Staff inspect existing properties for compliance with these codes as well as providing information to owners and occupants for achieving code compliance. The Fire Protection Systems Retesting Unit provides inspection and oversight for the retesting of existing fire protection systems. Inspection staff respond to complaints and conduct annual inspections to ensure proper operation of these critical life safety systems.

There were several significant discoveries of fire protection systems related problems by staff during FY 2021 including:

- Locked stairwell doors in a highrise building would not release on a fire alarm activation
- Stair pressurization system out of service in a highrise
- Garden style apartments failed the 20-year quick response sprinkler head test requiring all sprinkler heads to be replaced

- Highrise building fire pump would not automatically start with loss of water pressure
- Fire department connection failing when pressurized
- Central station did not dispatch Fire Department upon fire alarm activation
- Fire alarm system for entire complex providing inaccurate device location at the fire alarm panel.

This unit experienced retirements of very tenured and experienced personnel during this period. Those retirements include the unit Supervisor Maurice Jones in June 2021, and inspectors Willie Stein July 2021 and Chris Doyle in August 2021.

As a result of COVID restrictions, retirements, and a hiring freeze from the pandemic, the number of witnessed inspections decreased in comparison to previous years. In an effort to find an alternative means of ensuring required inspections continued under pandemic restrictions, annual inspection reports from third-party inspection companies were emailed for review and follow-up consultations performed as needed.



AFD Inspectors from the Fire Protection Systems Retesting Unit

FY 2021



Systems inspected

1,279



Number of cancellations where no fee was applied

57



Invoiced June 2022

\$284,006



Private hydrants inspected and tested

110



Number of lost hours:

124.25



Plans reviewed

306



Faulty fire protection systems/ investigations

206



Estimated lost revenue from cancellations where no fee was applied

\$23,206

The Alexandria Fire Department (AFD) is dedicated to fire prevention and life safety and offers a variety of fire safety programs and resources throughout the year. Through its **Community Outreach Unit**, AFD proudly participates in various community programs to inform, educate, and prepare the residents of the City of Alexandria for emergency situations. Some of the programs include:

- A.S.S.I.S.T./ Smoke Alarm Installations
- Community Fire Academy
- Elementary/ Secondary School Fire Safety Education

Due to the COVID-19 pandemic, the Community Outreach Unit had to suspend multiple programs to prevent the spread of the virus. During that time, we provided virtual station tours and virtual fire safety presentations to the community. The lower-than-typical community outreach numbers are due to the pandemic.

The Community Outreach Coordinator collaborates with various community organizations to plan and coordinate the annual September 11 Remembrance Ceremony, the Ivy Hill Wreath Laying & Memorial Service, and the Open House event for National Fire Prevention Week. As a member of the Industry Advisory Board, the coordinator has developed a partnership with ACPS to introduce Fire Department careers to Alexandria's youth. The coordinator is also the liaison for the ISO initiative to help improve the Fire Department's insurance rating.

43

Community Events

7

Station Tours

24

School Visitation

39

ASSIST/STA Program

36

Individual Smoke Alarms Installed



(clockwise from top) AFD first responders show off their apparatus to a group of kids in the city; AFD personnel give out Department swag and participate in events at a Pride Month event; AFD participates in a smoke alarm installation in partnership with the American Red Cross.

Fire Marshal's Office (FMO)

The FMO is currently staffed with five full time positions and one part time position, and is supervised by the Chief Deputy Fire Marshal, who also functions as the Fire Code Official for the City. There are four full time Deputy Fire Marshals and one part-time Deputy Fire Marshal that serves only as a fire inspector 20 hours per week. Fire marshals work rotating shifts that provide coverage 7 days a week, from 0600-2400 daily. Additionally, there is an on-call Fire Marshal that is available 24 hours a day, 7 days a week to respond to emergency calls when there is no Fire Marshal on duty or whenever a shift vacancy occurs and is not otherwise filled.

Fire Marshals work in partnership with numerous federal, city and state agencies on a regular basis such as the Alexandria Police Department, Alexandria Health Department, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); Office of Code Administration, Office of Environmental Quality, VA Department of Environmental Quality, Transportation and Environmental Services, City Attorney, and Commonwealth Attorney's Office.

The Fire Marshal's Office is responsible for overall fire prevention and enforcement functions.

The Fire Marshal's Office is responsible for overall fire prevention and enforcement functions, which include the following:

- Investigations of all fires and any type of explosive incident that occurs within the City. The investigation is performed to determine the origin and cause of the incident, and to determine if any type of criminal activity was involved. Fire Marshals conduct a thorough investigation and prepare the case for prosecution of offenses if necessary.
- Investigations of hazardous materials incidents, spills, and environmental crimes. The investigation is performed to determine the source or release of a specific material and to identify the responsible person(s) involved. Environmental offenses include such incidents as illegal dumping of hazardous waste or other regulated materials, illegal disposal of used tires, illegal disposal of wastewater, or the illegal disposal of any hazardous material or product that has the potential to cause harm to the environment. Fire Marshals conduct a thorough investigation and prepare the case for prosecution of offenses if necessary.
- Inspections of commercial properties within the City. All commercial buildings are subject to having a routine annual fire inspection at least annually. Limited and reduced staffing has shifted the focus more towards properties that require permits as required by the Virginia Statewide Fire Prevention Code, as adopted, and amended by the City. Fire Marshals also routinely inspect common areas of multi-family residential properties. Examples of properties inspected are assembly facilities (restaurants, theaters, nightclubs, churches), educational facilities, nursing homes, hospitals, jail and other detention facilities, day care facilities, auto repair facilities, gas stations, warehouse and storage facilities, manufacturing and factory facilities, businesses, and any facility that uses or stores hazardous materials.
- Enforcement and administration of the Virginia Statewide Fire Prevention Code, as adopted and amended by the City of Alexandria.
- Inspections of residential day care properties.
- Inspections of mobile food trucks.
- Regulation and enforcement of any explosives or explosive materials.

- Investigation of any explosive material or device and attempts to manufacture or create explosive or hoax devices.
- Inspection of construction sites and final occupancy inspections for new construction buildings for compliance with fire code requirements.
- Fire prevention education and training for the public, as well as internal department training and other City agencies.
- Respond to citizen complaints for fire hazards, environmental offenses, and other safety related issues.

INSPECTION TOTALS:

For calendar year 2020, the FMO completed a total of 1,413 fire prevention permit inspections. This includes both initial and follow up inspections, as well as inspections of in-home residential day care businesses. For the same year, the FMO created cases for 609 complaint or proactive fire prevention related incidents.

For calendar year 2021, the FMO completed a total of 1,404 fire prevention permit inspections. This includes both initial and follow up inspections, as well as inspections of in-home residential day care businesses. For the same year, the FMO created cases for 453 complaint or proactive fire prevention related incidents.

The FMO maintained staffing throughout the COVID 19 pandemic and created a new schedule that expanded coverage to 7 days a week where an FM is on duty. Some inspection activities were eliminated during the peak COVID periods due to safety concerns, however the FMO continued to provide core serviced and response to emergency incidents.



Fire loss information

No fire fatalities for either year

2020

- Significant fires investigated: 32
- Building Fire Loss: \$2,321,850
- Significant Fire Loss:
6020 Edsall Rd \$1,000,000
- **Building Value Saved: \$149,982,881**

2021

- Significant fires investigated: 21
- Building Fire Loss: \$2,621,705
- Significant Fire Loss:
103 E. Del Ray Ave \$1,400,000
(2 structures and contents)
- **Building Value Saved: \$110,585,733**

AFD at a Glance

2019

- July 3** ○ **Acting Fire Chief Appointment**
- July 15** ○ **Union Letters Drafted**
Establish positive relationships, hear their priorities and to discuss a joint retreat
- September** ○ **Organizational Assessment Report (OAR)**
More than 150 employees, participated and provided input on department success, areas of improvement, persistent obstacles, recommendations, organizational culture, and how they can help.
- October 1** ○ **Emergency Services Consulting International (ESCI) >**
AFD contracted with ESCI to conduct a one-day Teamwork and Strategic Planning Framework Workshop and was attended by 36 members of the Alexandria Fire Department, including chief officers, captains, civilian managers, and labor leaders. **5 Priorities: culture and communication, data-driven decision making, staffing and capacity needs, Recruitment and retention, professional development**
- October** ○ **Office of Performance Analytics (OPA)**
OPA completed an analysis of the current staffing and the required staffing relief for the Department. The study revealed the need for 26 more firefighters/paramedics.
- November** ○ **National Fire Operating Reporting System (NFORS)**
NFORS work started to improve data analytics and to look at performance metrics such as call volume, unit utilization, (call processing, dispatch, turn out, response, etc.)



2020

- January** ○ **Fire Chief Swearing in Ceremony >**
The City of Alexandria officially swears in Corey Smedley as the city's first African American fire chief.
- **Physical Fitness Equipment**
All stations outfitted with new gym equipment purchased through the Assistance to Firefighters Grants Program (AFG)



- 
- April** ○ **Fire Chief Letter**
Letter sent to City Manager asking to improve the career ladder opportunities for the Department
 - May** ○ **Mask Mounted Regulators (MMR)**
AFG funds used to outfit all first responders with Mask Mounted Regulators for their Self-Contained Breathing Apparatus (SCBA) to reduce respiratory cross contamination
 - **OAR**
Draft report completed for review and feedback from the Department
 - June** ○ **OAR**
Final report completed and submitted to the Department
 - **Footwear Committee**
Diverse employee group established to identify various footwear options for station wear
 - July** ○ **Staffing Relief**
6 positions approved from the OPA Staffing Relief Report for FY21
 - August** ○ **OAR**
Consultant Dan Bay conducted briefing of the final report for the Executive Team
 - October** ○ **OAR Advisory Committee**
Advisory Committee formed from recommendations of the OAR
 - **Wise Ways Consulting**
Conflict resolution training conducted along with the Office of Organizational Excellence Pam Dudoff (Kirton Adaptor/Innovator Inventory KAI) focused on solving problems and dealing with change
 - **Public Safety Educator Train the Trainer**
Communicating with your community Training- designed to cover developmental characteristics and learning capabilities of preschoolers through older adults and will support the recommendations to achieve a Class 1 ISO rating

November

The AFD Responder for Staff

Internal communications launched to improve information accuracy and consistency throughout the department

Operations Bi-monthly

Battalion Management Team (BMT) meetings implemented to address operational objectives, provide clarity and direction and solicit feedback on ideas for improvements – **Meeting minutes published on The AFD Responder for Staff for the entire Department**

Accreditation Manager

Accreditation Manager hired to assist the Department with the continuous quality improvement process through accreditation

December

Daily Operations Report

A detailed report for the executive team outlining all pertinent events that occurred from the shift (significant incidents, injuries, discipline, community engagement, accidents, compliments from internal/external customers, etc.)

Accreditation Process

AFD becomes a registered agency for the accreditation process through the Center for Public Safety Excellence (CPSE)

Footwear Committee

Footwear plan executed and now offers several options through Saf-Guard mobile service vendor

2021

January

Department-wide Briefings

Monthly briefings held to update the Department on various topics and to answer questions from employees

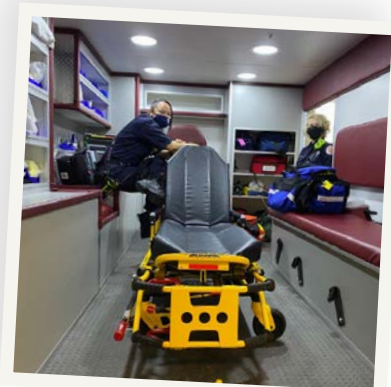
EMS Career Ladder >

Eligibility list finalized for EMS Lieutenants. The Department made 2 promotions in April 2021, and by August 2021, an additional 12 promotions were finalized.

February

Lexipol Solutions

Policy development program manager started helping update all policy and procedures within AFD using the Lexipol Solutions platform



February

Change Management Team >

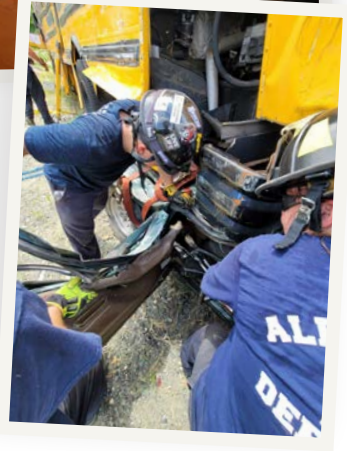
Office of Organizational Excellence supporting Department's change efforts through a diverse employee change management team utilizing the Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) process



April

Special Operations Training >

Joint Technical Rescue Operations training to add and/or enhance training to build on the assets for Technical Rescue



May

Accreditation

Quality Improvement for Fire and Emergency Services (QIFES) Workshop held to teach personnel the importance of the process

Uniform Committee

Diverse committee established to improve AFD's uniform program. Committee provided their recommendations in March 2022.

June

AFD Restructure

Department implemented a restructure to provide more equitable service delivery across the City. The restructure also improved safety, station management, Special Operations efficiency, EMS career ladder, and professional development/succession planning.

Equity Core Team

AFD distributed Information Bulletin soliciting interest in being a part of the Department's Equity Core Team in alignment with the City's Office of Race and Social Equity.

Accreditation >

Community Risk Assessment (CRA) began

July

Project Management Training

Director Terry Suehr, Department of Project Implementation (DPI), conducted several sessions of project management essentials training for the BMTs



-
- July 6** ○ **Fire Chief Memo to City Manager**
Memo sent to City Manager requesting approval to fill vacancies, reclass positions and provide pay incentive enhancements
 - August** ○ **Equity**
AFD Equity Core Team developed; began meeting regularly and participating in equity training for City employees
 - **Equipment Distribution**
Through FY21 Budget savings, AFD provided hand tools (trauma sheers/ wire cutters) to all employees to ensure efficiencies for EMS and safety for firefighters
 - September** ○ **Station Training Equipment**
Through FY21 Budget savings, AFD purchased 4 forcible entry doors to be strategically dispersed at Stations 203, 208, 209, & PDC-East for ease of accessibility
 - **OPA Worker's Compensation**
Workers Compensation Analysis completed outlining 10 activity classifications causing claims and 5 recommendations to lower frequency of injuries and associated costs
 - November** ○ **Reduction of Maximum Work Hours**
This change came as the Health, Safety, and Risk Management (HSRM) Division identified the current threshold for maximum consecutive hours worked (72 hours) was unsafe and to address the ongoing concern of personnel fatigue and burnout. (Result: 36 hours Max **Mandatory** consecutive hours with the option of an additional 12 hours **Voluntary** = 48 MAX)
 - November 23** ○ **OPA Shift Schedule Analysis**
Shift Schedule Analysis "**Scope of Work**" Drafted to begin the study of alternative shift schedules to improve safety and work life balance for the Department and reduce the number of work hours
 - November 25** ○ **Food on the Stove**
Trial program implemented to help firefighters/paramedics live a healthier lifestyle by providing healthy meal options while on duty



