



# 2025 EXCELLENCE CONFERENCE



IGNITING INNOVATION

FUELING THE FUTURE OF THE FIRE AND EMERGENCY SERVICE



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## Boosting Operational Readiness: Automating Fitness Evaluations & Visualizing Results



**Jessica Handoko**

**Jessica LeBlanc**





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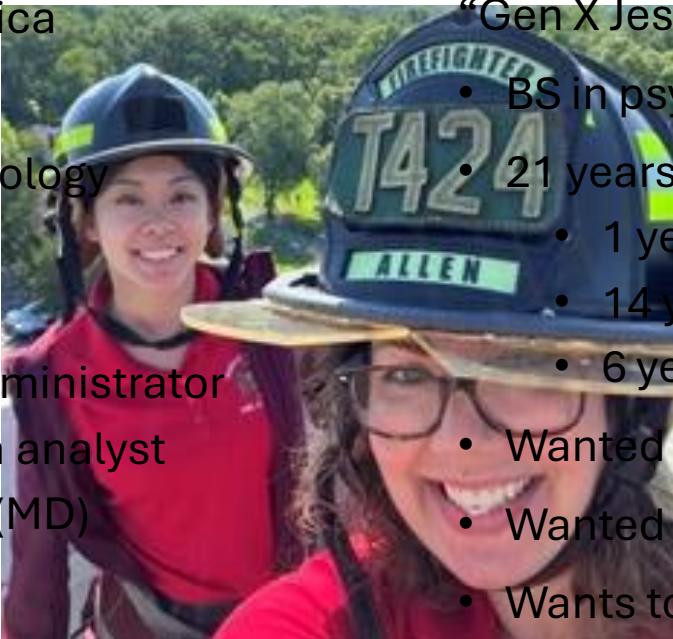
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## #TheJessicas are back!!!



“Gen Z Jessica” & Maryland Jessica

- COVID class graduate 2020
  - BS in criminal justice & biology
- 5 years of experience
  - 1 year as a police intern
  - 1 year as a DHHS data administrator
  - 3 years as a fire/EMS data analyst
  - Volunteer with GWGVFD (MD)
- Proud dog mom
- Wants to be paid to travel & eat
- Boba tea enthusiast



“Gen X Jessica” & “Virginia Jessica”

- BS in psychology, (almost) MA in criminology
- 21 years in public safety
  - 1 year at NCMEC Exploited Child Unit
  - 14 years as a crime analyst
  - 6 years as a fire/EMS data analyst
- Wanted to be Clarice Starling (*too much school*)
- Wanted to be the Next Food Network Star (*long nights*)
- Wants to be (BFF with) Taylor Swift (*concept phase*)
- Reality: nerd by day, soccer/dog mom by night
- Best suited behind a computer



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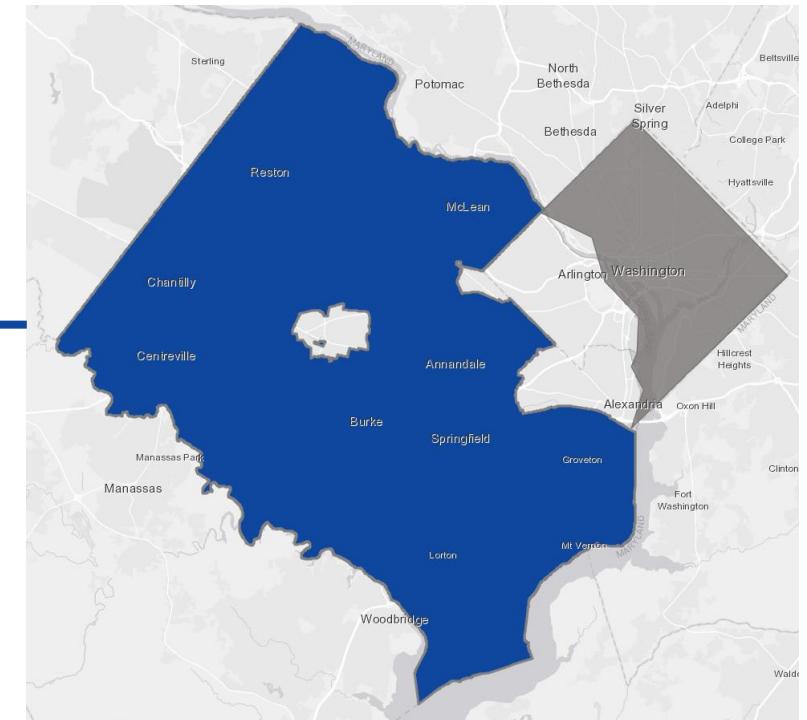
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## Fairfax County, Virginia



1.2 million population  
406 square miles

*Largest jurisdiction in the National Capital Region*





CPS

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# Fairfax County Fire & Rescue

## **Personnel**

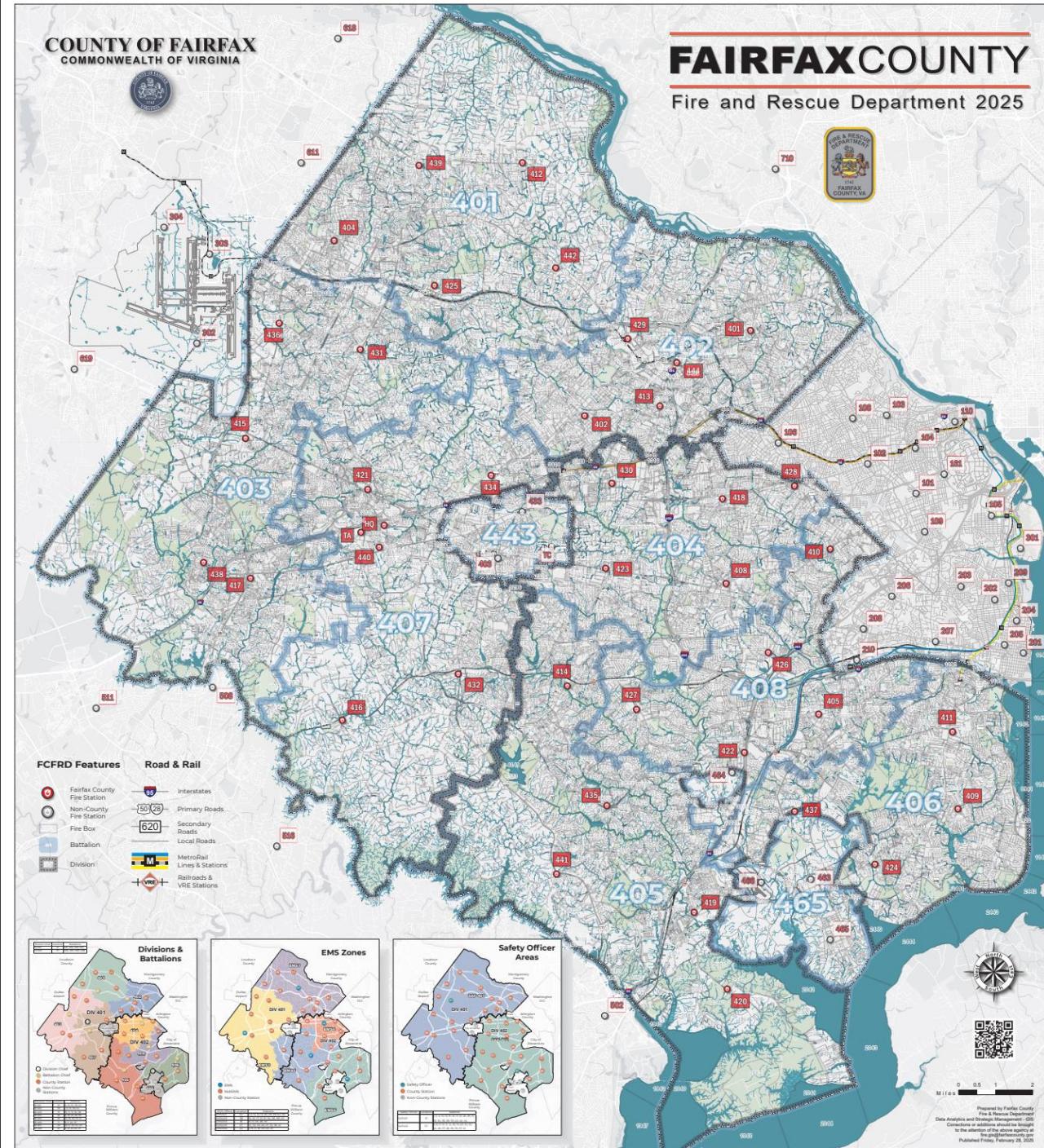
- ~1,400 career uniformed
  - ~300 active volunteers
  - 200 civilians

# Organization

- 2 divisions
  - 8 battalions
  - 39 fire stations

## Call Volume Annually

- ~130,000 incidents
  - ~250,000 unit responses
  - ~70,000 transports



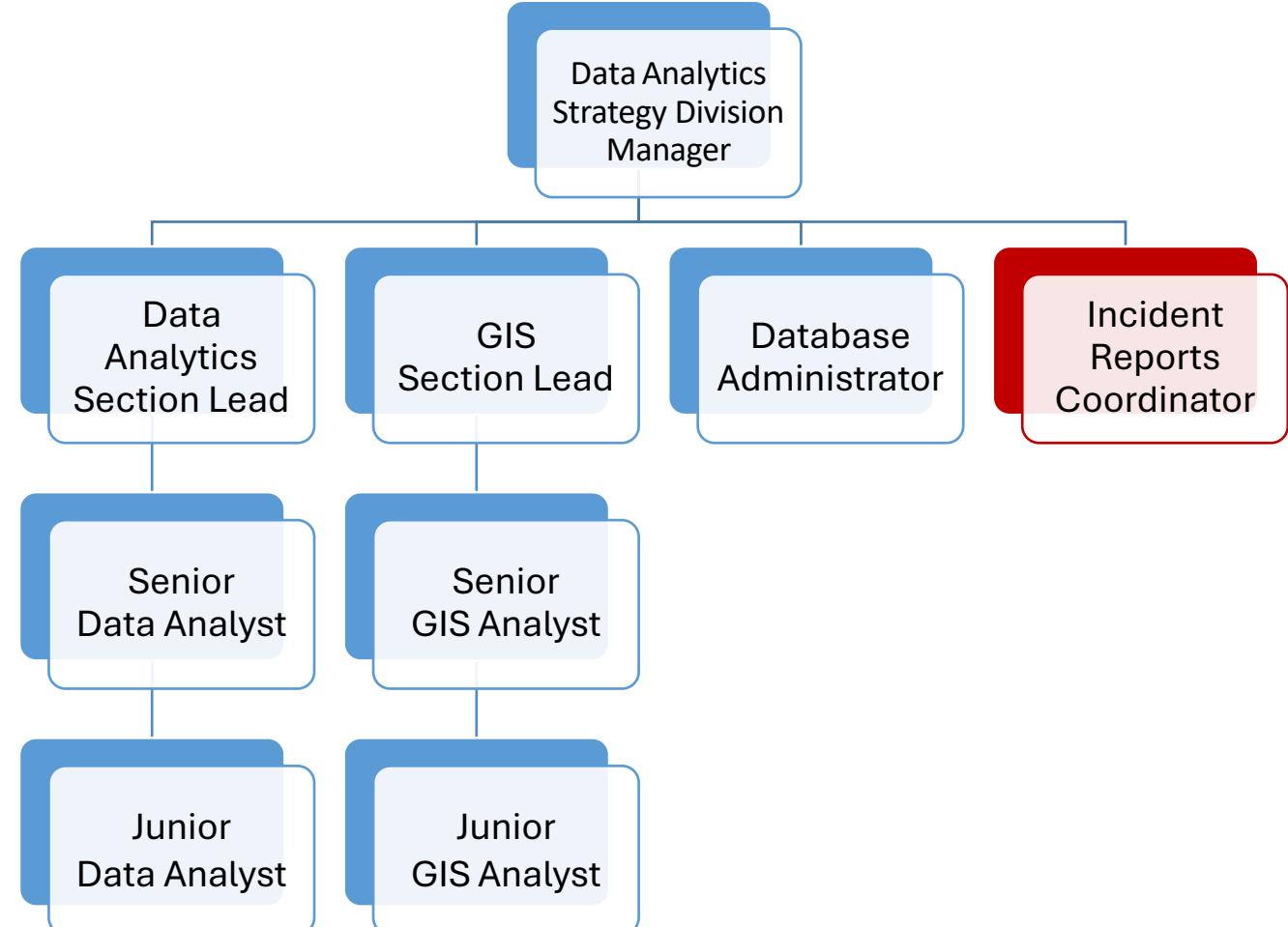


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## What's the Problem?

- Misinterpretation of the purpose and goals of uniform employee Fitness Performance Test
- Significant human error recording and understanding the data
- Lack of transparency with department

## Potential Questions to Ask:

- How are your operational members performing in their physical test over time?
- What's the impact of injuries on work performance?
- Is there an age group that is at risk or needs fitness training?

## Potential Roadblocks:

- Technological challenges
- Training and access



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## Where to Start?

- Who?
  - Which individuals or groups are involved in administering the test?
    - WellFit Team & Coaches
- What?
  - What can this help improve/fix (fitness/wellness? morale?)
  - Streamline/optimize the process of completing the Annual Physical Fitness Test
- When?
  - How long will it take to create/review/test/revise/train for a new/improved process?
    - Plan for an initial timeline of 2 months, with buffer time
- How?
  - Create a checklist to achieve your goal
    - Meeting with WellFit team
    - Peer review by DASM and WellFit team
    - Test/Train



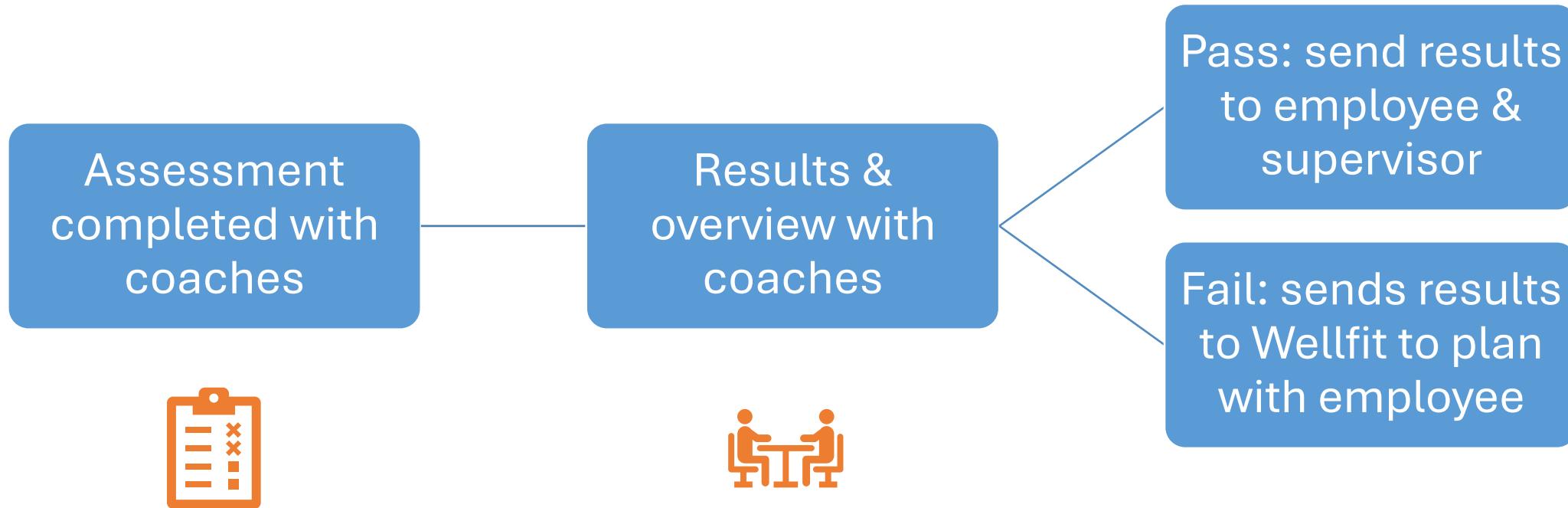
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## Assessment Process





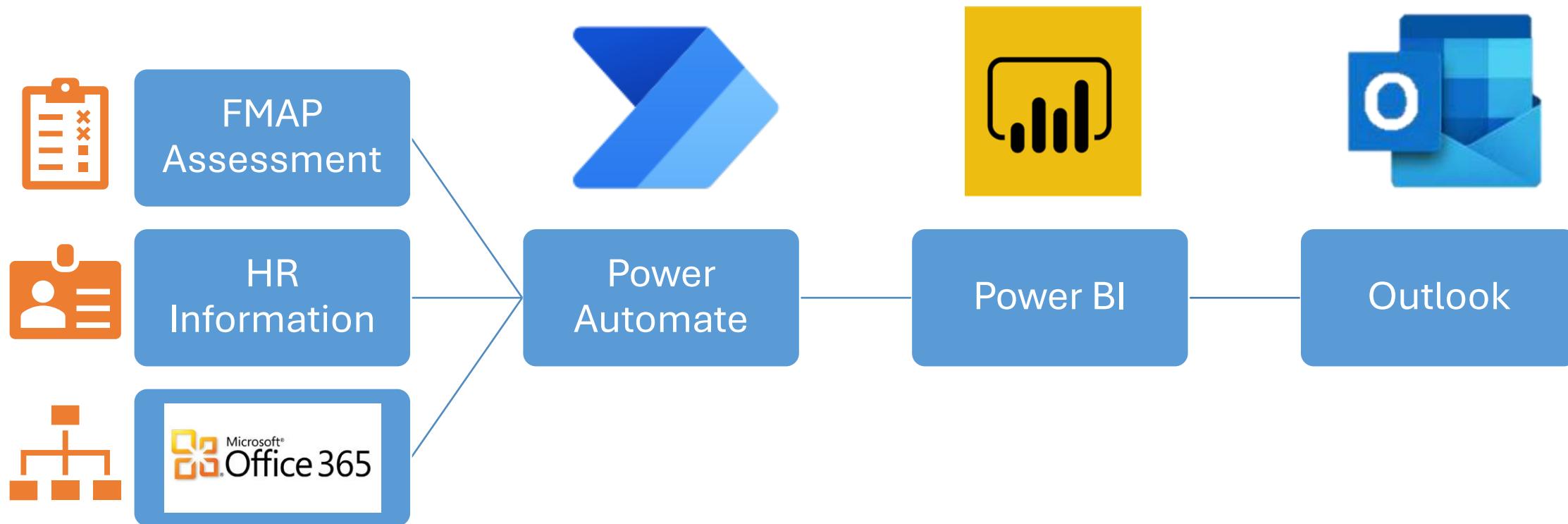
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## Data Migration Process





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## Scoring

- Air Marshalls fitness test
  - Not including the 1.5 mile run
- Queens College Step Test

$$(\text{Pull-Up Score} * 0.15) + (\text{Curl-Up Score} * 0.10) + (\text{Push-Up Score} * 0.35) + (\text{Step-Up} * 0.40) = \text{Score}$$

## Tier System

- Tier 1 (Excess Standard): >4
- Tier 2 (Meets Standard): 2-4
- Tier 3 (Fail): < 2

Fitness Measurement Assessment Program (FMAP) Scoring (2022)

PULL-UP	15%	MEN				NUMERIC VALUE	WOMEN			
AGE RANGE		18-29	30-39	40-49	50+		18-29	30-39	40-49	50+
Excellent		11 +	10 +	8 +	5 +	6	4 +	4 +	4 +	4 +
Good		9 - 10	8 - 9	6 - 7	3 - 4	5	3	3	3	3
Average		7 - 8	6 - 7	4 - 5	2	3	2	2	2	2
Poor		5 - 6	3 - 5	2 - 3	1	1	1	1	1	1
Very Poor		0 - 4	0 - 2	0 - 1	0	0	0	0	0	0

CURL-UP	10%	MEN				NUMERIC VALUE	WOMEN			
AGE RANGE		18-29	30-39	40-49	50+		18-29	30-39	40-49	50+
Excellent		47 +	43 +	39 +	35 +	6	44 +	35 +	29 +	24 +
Good		42 - 46	39 - 42	34 - 38	28 - 34	5	38 - 43	29 - 34	24 - 28	20 - 23
Average		38 - 41	35 - 38	29 - 33	24 - 27	3	32 - 37	25 - 28	20 - 23	14 - 19
Poor		33 - 37	30 - 34	24 - 28	19 - 23	1	27 - 31	20 - 24	14 - 19	10 - 13
Very Poor		0 - 32	0 - 29	0 - 23	0 - 18	0	0 - 26	0 - 19	0 - 13	0 - 9

PUSH - UP	35%	MEN				NUMERIC VALUE	WOMEN			
AGE RANGE		18-29	30-39	40-49	50+		18-29	30-39	40-49	50+
Excellent		55 +	50 +	42 +	39 +	6	40 +	30 +	23 +	23 +
Good		50 - 54	41 - 49	35 - 41	29 - 38	5	30 - 39	25 - 29	19 - 22	19 - 22
Average		46 - 49	36 - 40	28 - 34	21 - 28	3	26 - 29	20 - 24	12 - 18	12 - 18
Poor		38 - 45	30 - 35	22 - 27	16 - 20	1	20 - 25	13 - 19	8 - 11	8 - 11
Very Poor		0 - 37	0 - 29	0 - 21	0 - 15	0	0 - 19	0 - 12	0 - 7	0 - 7

STEP - UP	40%	MEN						NUMERIC VALUE	WOMEN					
AGE RANGE		18-25	26-35	36-45	46-55	56-65	66+		18-25	26-35	36-45	46-55	56-65	66+
Excellent		61 +	57 +	52 +	45 +	42 +	38 +	6	57 +	53 +	46 +	41 +	38 +	33 +
Good		52 - 60	49 - 56	43 - 51	39 - 44	36 - 41	33 - 37	5	47 - 56	45 - 52	38 - 45	34 - 40	32 - 37	28 - 32
Above Average		47 - 51	43 - 48	39 - 42	36 - 38	32 - 35	29 - 32	4	42 - 46	39 - 44	34 - 37	31 - 33	28 - 31	25 - 27
Average		42 - 46	40 - 42	35 - 38	32 - 35	30 - 31	26 - 28	3	38 - 41	35 - 38	31 - 33	28 - 30	25 - 27	22 - 24
Below Average		37 - 41	35 - 39	31 - 34	29 - 31	26 - 29	22 - 25	2	33 - 37	31 - 34	27 - 30	25 - 27	22 - 24	19 - 21
Poor		30 - 36	30 - 34	26 - 30	25 - 28	22 - 25	20 - 21	1	28 - 32	26 - 30	22 - 26	20 - 24	18 - 21	17 - 18
Very Poor		0 - 29	0 - 29	0 - 25	0 - 24	0 - 21	0 - 19	0	0 - 27	0 - 25	0 - 21	0 - 19	0 - 17	0 - 16



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## PDF & Paper

- Initially coaches would calculate scores on paper
- Completed assessments were submitted online daily and stored for internal use by WellFit
- Duplicative effort & multiple calculation errors

FITNESS MEASUREMENT ASSESSMENT RESULTS: \_\_\_\_\_ NAME \_\_\_\_\_

PULL UP (15%): # repetitions: \_\_\_\_\_ Category: \_\_\_\_\_ Numeric Value: \_\_\_\_\_

CURL UP (10%): # repetitions: \_\_\_\_\_ Category: \_\_\_\_\_ Numeric Value: \_\_\_\_\_

PUSH UP (35%): # repetitions: \_\_\_\_\_ Category: \_\_\_\_\_ Numeric Value: \_\_\_\_\_

STEP UP (40%): HR: \_\_\_\_\_ Category: \_\_\_\_\_ Numeric Value: \_\_\_\_\_  
Equation Result: \_\_\_\_\_

Men:  $VO_2 \text{ max} = 111.33 - (0.42 \times \text{Heart Rate})$

Women:  $VO_2 \text{ max} = 65.81 - (0.1847 \times \text{Heart Rate})$

(numeric value x 0.15) + (numeric value x 0.10) + (numeric value x 0.35) + (numeric value x 0.40) = Overall Score

(\_\_\_\_\_ x 0.15) + (\_\_\_\_\_ x 0.10) + (\_\_\_\_\_ x 0.35) + (\_\_\_\_\_ x 0.40) = \_\_\_\_\_

TIER 1- EXCEEDS STANDARD: >4 – 6

TIER 2- MEETS STANDARD: >2 – 4

TIER 3- DOES NOT MEET STANDARD: 0 – 2

ANY OF THE FOLLOWING = Fitness improvement plan (FIP) AND treadmill test

- Overall Fitness Score = TIER 3: 0 – 2
- FAIL STEP-UP: score of below average, poor, or very poor
- DOES NOT FINISH STEP-UP



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## Solution Options

- SharePoint List
- Survey123
- Others...

Why the switch?  
Easier interface and more  
constraint capabilities.

New item

EIN (With 0) & Name \*

Select an option

Add leading 0 to EIN, Verify Name  
You can leave this blank.

EIN (Without 0) \*

Enter value here

Supervisor/Captain

Enter value here

First & Last name of your supervisor

Chief

Enter value here

First & Last name of your Battalion/Deputy Chief

Pull-Ups \*

Enter a number

# of Pull-Ups

Chin Hang (Time- Mins:Secs)

00:00

Mins:Secs

Dead Hang (Time- Mins:Secs)

00:00

Mins:Secs

Curl-Ups \*

Enter a number

# of Curl-Ups

Push-Ups \*

Enter a number

# of Push-Ups

Step-Up (Heart Rate) \*WHOLE NUMBER\*

0

Their Heart Rate, if they don't complete the Step-Up put a 0 in HR

Step-Up Time Stopped

Enter value here

Put it how many minutes they were stopped if failed (MM:SS)

Height (Feet) \*WHOLE NUMBER\*

Enter a number

FRDEin\*

Please select-

Employee's Supervisor/Captain\*

Employee's Chief

Battalion or Deputy Chief

FMAP Test

Exam Date/Time\*

1/14/2025 12:24 PM

# of Pull-Ups\*

Input 0 if no Pull-Ups were completed

Chin Hang & Dead Hang times will appear if no Pull-Ups were completed

# of Curl-Ups\*

# of Push-Ups\*

Step-Up (Heart Rate) \*WHOLE NUMBER\*\*

Input their Heart Rate, if they don't complete the Step-Up put a 0 in HR

Space to enter Step-Up Time will appear if Step-Up isn't completed

InBody

Height (Feet)\*  
\*WHOLE NUMBER\*

Height (Inches)\*  
\*WHOLE NUMBER\*

Weight (lbs)\*

Enter data below, if available. (Not required for retest)

Visceral Fat

\*WHOLE NUMBER\*

% Body Fat

Other Details

Injury within the last year?

Yes

No

Comments

Submit



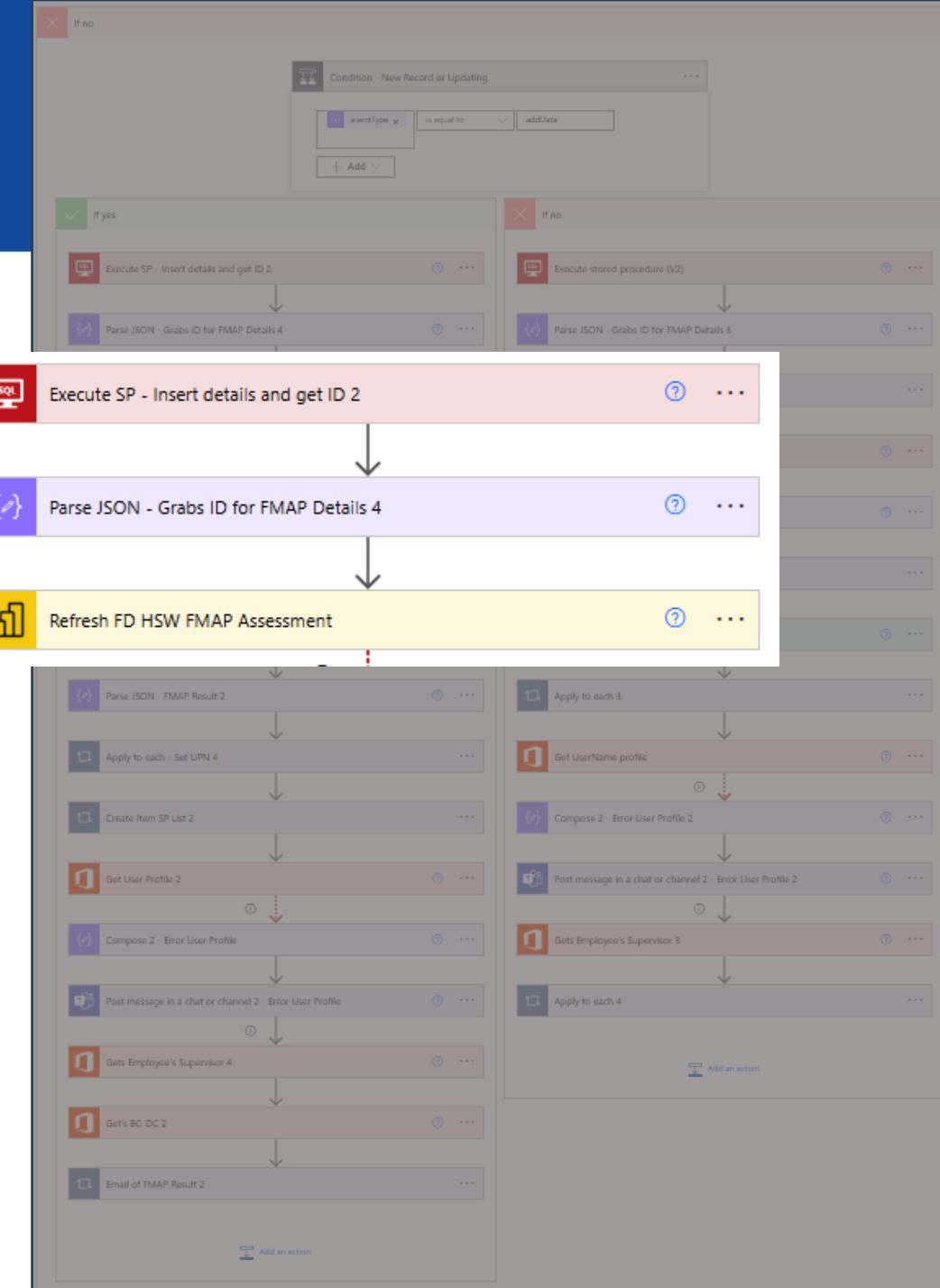
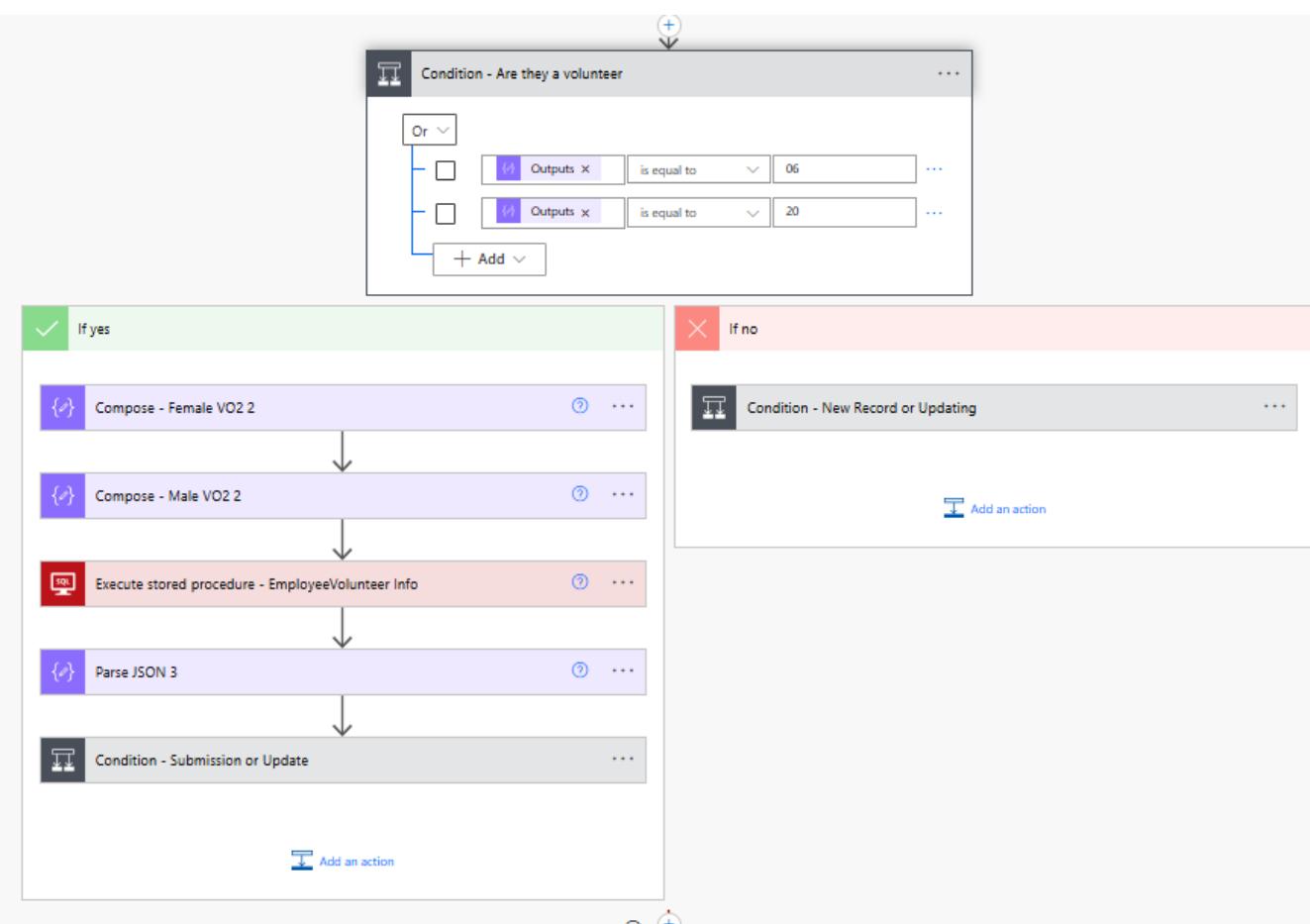
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## Automation





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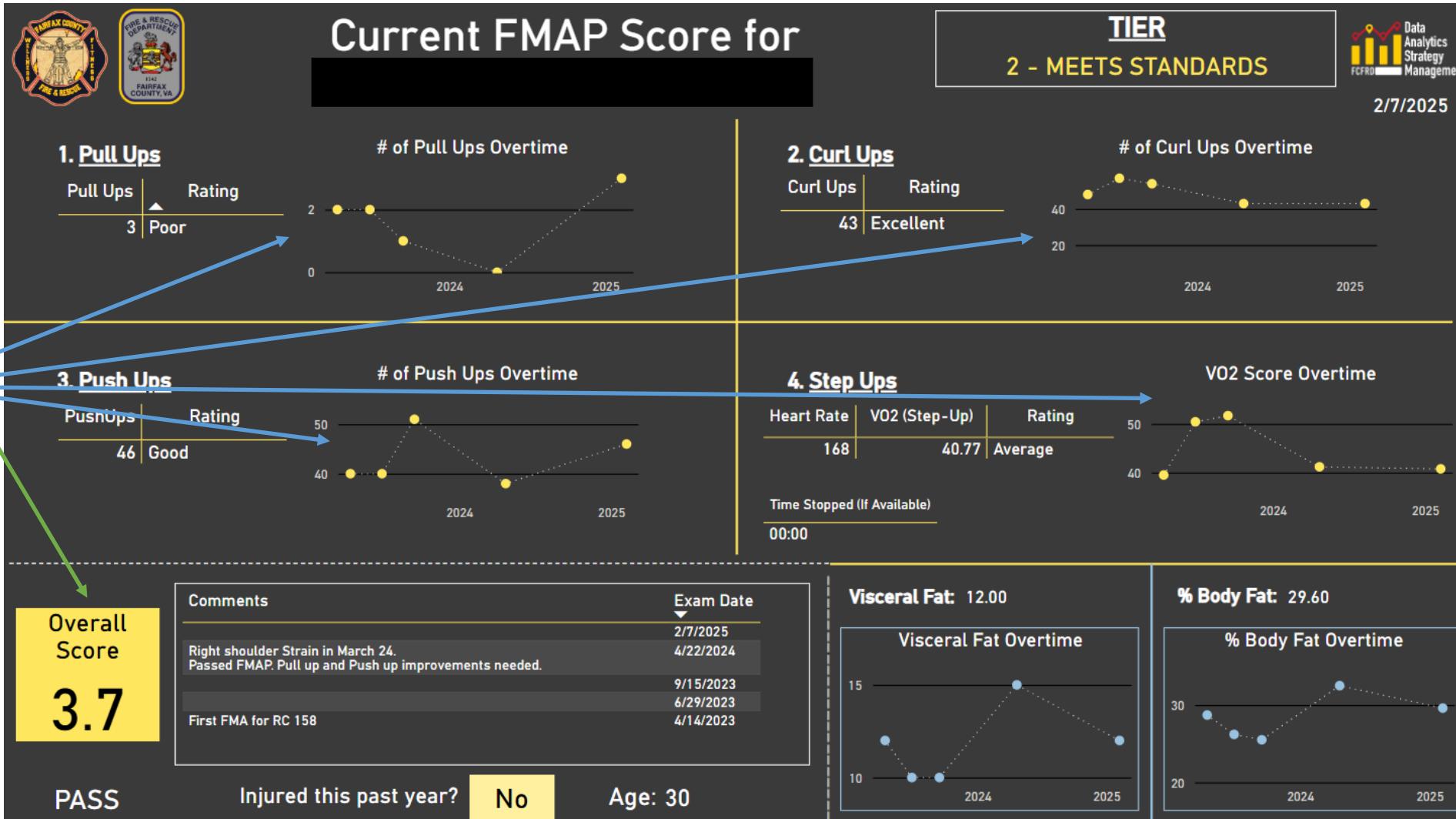


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## Results

- Live Power BI Report updates within 30 seconds of FMAP submission
- Calculated scores
- Visualize trends





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## Automation

- Switch
  - Automatically categorizes Pass and Fail emails by utilizing calculations within the stored procedure (SQL) to determine results based on the score and Step-Up completion.

```
,CASE WHEN StepUpHR <= 0 OR StepUpRating1 = 'Below Average' OR StepUpRating1 = 'Poor' OR StepUpRating1 = 'Very Poor' THEN 2  
WHEN TOTALSCORE_WSTEPUP >2 THEN 1  
ELSE 2 END AS 'Pass/FailNum'
```

The screenshot shows a Microsoft Power Automate flow titled "Switch 4". It starts with a "Switch" action. The "On" condition is set to "Pass" (represented by a purple square). The "Pass" branch contains a "Pass Email 6" step. This step includes fields for "Original Mailbox Address" (set to fire.DoNotReply@fairfaxcounty.gov), "To" (set to fire.WellFit@fairfaxcounty.gov and fire.FMAP@fairfaxcounty.gov), "Subject" (set to "FMAP Results: EIN"), and "Body". The body of the email contains text about passing a fitness assessment and placing someone in Tier 3. It also lists scores for various exercises: Pull Ups, Curl Ups, Push Ups, and Step-Up Heart Rate, along with their ratings. The "Fail" branch (represented by a blue square) contains a "Fail Email (Step-Up) 4" step. This step has similar fields: "Original Mailbox Address" (fire.DoNotReply@fairfaxcounty.gov), "To" (fire.WellFit@fairfaxcounty.gov and fire.FMAP@fairfaxcounty.gov), "Subject" (FMAP Results: EIN), and "Body". The body of the fail email indicates that the user did not meet standard and requires participation in an improvement plan. Both emails reference Outlook Employee Supervisor and Battalion/Deputy Chief roles.

The screenshot shows a SharePoint page with a summary of fitness test results. It includes sections for "Push Ups", "Step-Up Heart Rate", "Step-Up VO2", "Body-fat Percentage", and "Visceral Fat Level". It also displays the "Total Score" and previous FMAP scores. At the bottom, there is a note about preparing for FMAP Scoring Tiers. Below this, a box provides contact information for WellFit staff: John.patten2@fairfaxcounty.gov (Strength and conditioning), Megan.lautz@fairfaxcounty.gov (Dietician), Brian.Wood@fairfaxcounty.gov (Program Manager), and links to the Wellness Fitness Center SharePoint site and FIP flowchart resources.



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## Results

- Pass: Emails the employee & their supervisor with their scores
- Fail: Emails the WellFit team with the employee's school. They verify and figure out next steps for the employee (able to retest)

FMAP Results: [REDACTED] \*Requires Follow-Up\*

fire.DoNotReply  
To: fire.WellFit; fire.FMAP

This message was sent with High importance.

Outlook Battalion/Deputy Chief: [REDACTED]

Employee Email: [REDACTED]

Fire Captain: [REDACTED]

I - EXCEEDS STANDARD.

Your most recent Fitness Measurement Assessment has placed you in **Tier 3 – DOES NOT MEET STANDARD**.

Those who score in Tier 3 either had a total score of 2 or lower, scored below average/poor/very poor in the step test, or did not complete the step test.

As a result, you are required to participate in an In Station Fitness Improvement Plan (FIP).

**Someone from the WellFit program will be in contact with you to schedule retest dates and provide guidance to aid in your success.**

**Exam Date/Time:** 2025-01-30T09:40:00

**Scores**

**Pull Ups:** 10  
**Rating:** Excellent

**Curl Ups:** 43  
**Rating:** Excellent

**Push Ups:** 51  
**Rating:** Excellent

**Step-Up Heart Rate:** 190  
**Step-Up VO2:** 31.53  
**Rating:** Poor

**Body-fat Percentage:** 15.8%  
**Visceral Fat Level:** 5

**Total Score:** 4

Your previous FMAP Scores: [My FMAP Scores](#)  
Here is the scoring chart to help you prepare: [FMAP Scoring Tiers](#)



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Fairfax County Fire and Emergency Service

Last Refresh: 10/29/2024 10:27:20 AM



Individual assessment results are intended for internal use only.  
The details are not to be shared outside the department.

Full Name	Shift	Battalion	Station
All	All	All	All

Full Name	EN	Rank	Shift	FMAP #	Pass/Fail	Score
[REDACTED]	C	1		PASS	4.10	-
	2			PASS	5.50	B
	3			PASS	5.85	B
	4			PASS	4.80	W

Score = (Pull Ups Rating Number \* 0.15) + (C)

Total Score: 4.4

[My FMAP Scores](#)

[FMAP Scoring Tiers](#)

Feel free to reach out to WellFit!

## Fairfax County Fire and Rescue Department Individual Assessment Results

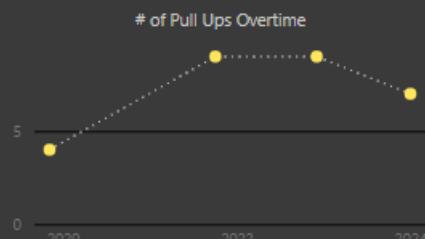
Viewing as: Amadea.Handoko@fairfaxcounty.gov



Individual Assessments with overall trend with all personal scores. Most recent assessment numbers are shown.

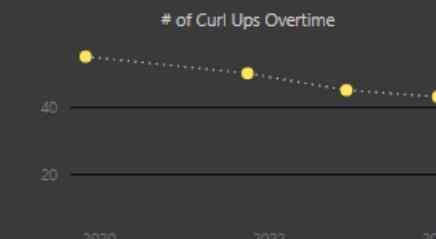
# of Pull Ups

7



# of Curl Ups

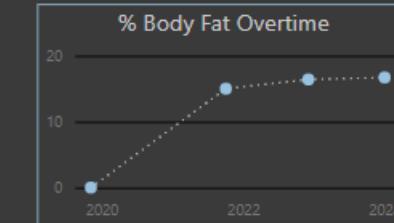
43



% Body Fat

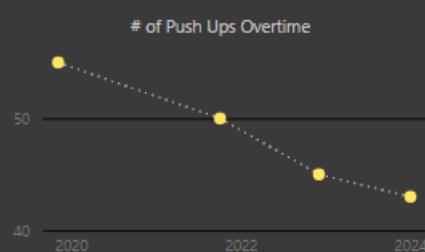
16.70

% Body Fat Overtime



# of Push Ups

43



Step Up (Heart-Rate)

147

VO2 Max

49.59

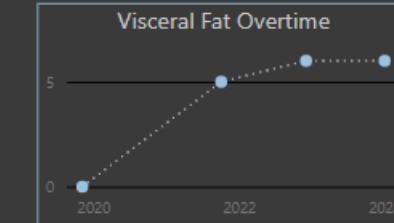
VO2 Score Overtime



Visceral Fat

6

Visceral Fat Overtime





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## Fairfax County Fire and Rescue Department Individual Assessment Results

Last Refresh: 1/10/2025 1:30:01 PM

Viewing as: Amadea.Handoko@fairfaxcounty.gov



Individual assessment results are intended for those with a "need to know" the information in performance of their duties.

The details are not to be shared beneath the rank of Battalion Chief without express "need to know."

Full Name	Shift	Battalion	Station	Rank	Years of Service	Exam Date	Tier													
All	All	All	All	All	0	26	2/5/2019	1/2/2025	All											
Full Name	EIN	Rank	Shift	FMAP #	Pass/Fail	Score	Change Over Time	Age At Exam	Exam Date	Pull-Ups	Pull-Up Rating	Curl-Ups	Curl-Up Rating	Push-Ups	Push-Up Rating	Heart Rate	V02	Step-Up Rating	Step-Up Time Stopped	V F
		1	Pass	4.80	-	38	01/28/20	2	Average	44	Excellent	20	Good	145	39.03	Good				
		2	Pass	4.85	Better	40	07/11/22	1	Poor	43	Excellent	23	Excellent	150	38.11	Good				
		3	Pass	5.15	Better	41	04/11/23	2	Average	44	Excellent	48	Excellent	132	41.43	Good				
		4	Pass	3.80	Worse	42	04/25/24	1	Poor	44	Excellent	18	Average	125	42.72	Good				
		1	Pass	5.45	-	25	07/09/19	10	Good	51	Excellent	55	Excellent	141	52.11	Good				
		2	Pass	5.60	Better	28	09/10/21	11	Excellent	55	Excellent	55	Excellent	141	52.11	Good				
		3	Pass	5.60	No Change	28	08/29/22	11	Excellent	54	Excellent	59	Excellent	141	52.11	Good				
		4	Pass	5.60	No Change	29	07/17/23	11	Excellent	54	Excellent	57	Excellent	145	50.43	Good				
		5	Pass	5.20	Worse	30	07/22/24	10	Excellent	50	Excellent	56	Excellent	150	48.33	Above Average				
		6	Pass	5.15	Better	37	10/29/24	6	Average	44	Excellent	50	Excellent	156	45.81	Good	00:00			
		1	Fail	2.55	-	27	05/03/22	12	Excellent	44	Good	45	Poor	174	38.25	Below Average				
		2	Pass	4.85	Better	27	07/08/22	13	Excellent	58	Excellent	50	Good	153	47.07	Above Average				
		3	Pass	4.45	Worse	28	09/19/22	11	Excellent	54	Excellent	53	Good	165	42.03	Average				
		5	Pass	5.20	No Change	30	09/17/24	10	Excellent	43	Excellent	50	Excellent	153	47.07	Above Average	00:00			
		4	Pass	5.20	Better	29	09/05/23	11	Excellent	47	Excellent	55	Excellent	156	45.81	Above Average				
		1	Pass	2.50	-	22	07/02/19	2	Very Poor	40	Good	25	Very Poor	140	44.12	Good				

### Formulas

$$VO2 \text{ Male} = 111.33 - (0.42 * \text{Heart Rate})$$

$$VO2 \text{ Female} = 65.81 - (0.1847 * \text{Heart Rate})$$

$$\text{Score} = (\text{Pull Ups Rating Number} * 0.15) + (\text{Curl Ups Rating Number} * 0.10) + (\text{Push Up Rating Number} * 0.35) + (\text{Step-Up Rating Number} * 0.40)$$



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## End User (Assessors)

- Step-by-step instructions to guide both current and new assessors (coaches) for a seamless transition and training.
  - PDF can easily be shared
- Screenshots are included alongside the instructions for better clarity and ease of understanding



Data Analytics Strategy Management Division  
Fairfax County Fire and Rescue Department  
FMAP Assessment



**Purpose:** Digitize FMAP Assessment via Survey123

**Requestor:** WellFit Team, Jenna Jackson & Jake Patten

**Directions:**

- Open Survey123 App
  - Sign In using Fairfax County Login – Your Regular Login (Figure 1-2), **if repeat use, skip to Step 7\***
  - Click on your profile in the right top corner
  - Click on “Download Surveys” (Figure 3)
  - Find/Search for FMAP and click on the cloud
  - Once downloaded, click on the (in the left top corner) to go back to the “Home Page”
  - Find the FMAP Assessment and click on it (Figure 5)
  - Select “Collect” (Figure 6)
  - Fill in information as the test is completed (Figure 7)
  - Click on the checkmark to submit
  - Exit out of Survey123 and open “FMAP Results” for Power Bi Results (\*Might take a min or so to update)
- ❖ **Fixing an Error**
- If a mistake occurs after submission, go to the “Sent” folder (Figure 8)
  - Find the record and click on it (Figure 8)
  - Click on “Edit and resend” (Figure 9)
  - Make corrections and click on the click on the checkmark to submit



Figure 1: Survey123 Open Screen



Figure 2: Login Page



Figure 3: Download Surveys

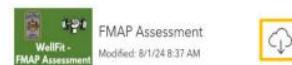


Figure 4: FMAP Assessment Download



Figure 5: FMAP Assessment

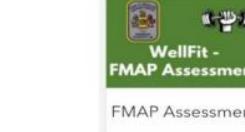


Figure 8: Sent Folder

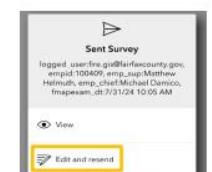


Figure 9: Resubmitting Survey

FCFRD/DASM/AJH

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Prepared on August 20, 2024

Questions/Concerns: [Fire-DataAnalytics@fairfaxcounty.gov](mailto:Fire-DataAnalytics@fairfaxcounty.gov)



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## End User (WellFit Team)

- Why Security Groups?
  - Easy access to view necessary items (Assessment, PBI)
- WellFit personnel have access to a SharePoint List containing all current scores, which can be updated if any errors are found.

EIN	Exam...	Employee	PullUps	ChinHang	DeadHang	CurlUps	PushUps	StepUpHR	StepTime...	VisceralFat	BodyFatPer	Comments
	2/10/2025 5:13 AM	[REDACTED]	4 00:00	00:00	46	31	157 00:00	12	28.7			
	2/10/2025 4:35 AM	[REDACTED]	1 00:00	00:00	49	37	168 00:00	20	37.4			
	2/10/2025 4:06 AM	[REDACTED]	5 00:00	00:00	44	38	128 00:00	10	23.4	Left foot injury		
	2/10/2025 3:40 AM	[REDACTED]	11 00:00	00:00	46	53	147 00:00	6	18.3			
	2/10/2025 3:11 AM	[REDACTED]	0 00:00	00:00	42	30	161 00:00	0	0			
	2/7/2025 5:03 AM	[REDACTED]	3 00:00	00:00	43	46	168 00:00	12	29.6			
	2/7/2025 4:43 AM	[REDACTED]	13 00:00	00:00	44	56	167 00:00	2	10.6			
	2/7/2025 4:16 AM	[REDACTED]	5 00:00	00:00	50	40	160 00:00	11	28.1			
	2/7/2025 3:20 AM	[REDACTED]	11 00:00	00:00	50	31	126 00:00	10	21.4			

### Other Details:

- WellFit Employees have access to the "FMAP Results" SharePoint List
- Coaches have access to FMAP Assessment Survey123 and FMAP Submission Results PBI

**Access:** Coaches must be in **FRD-WELLFIT-STAFF-COACH** security group

Type	Name/Link	Location/Notes
Survey123	<a href="#">FMAP Assessment</a>  ● <a href="#">FMAP Submission Results</a>	Survey123 Web Link/Mobile App (If they are unable to see this assessment, they are not in the <b>FRD-WELLFIT-STAFF-COACH</b> security group. Send an email to IT to get them added) FD_HSW workspace Shared with: <b>FRD-WELLFIT-STAFF-COACH</b>



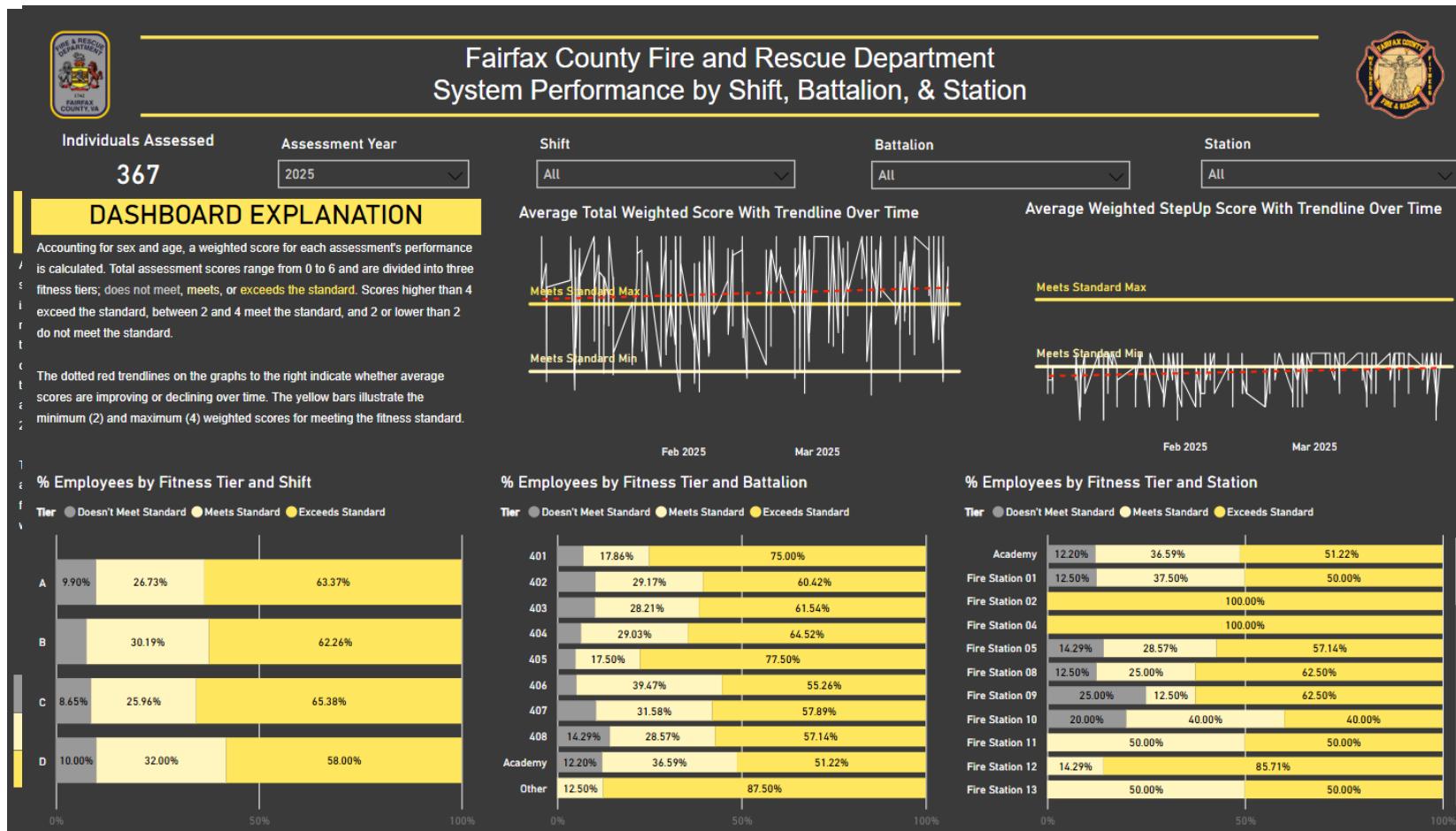
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## Department Overview





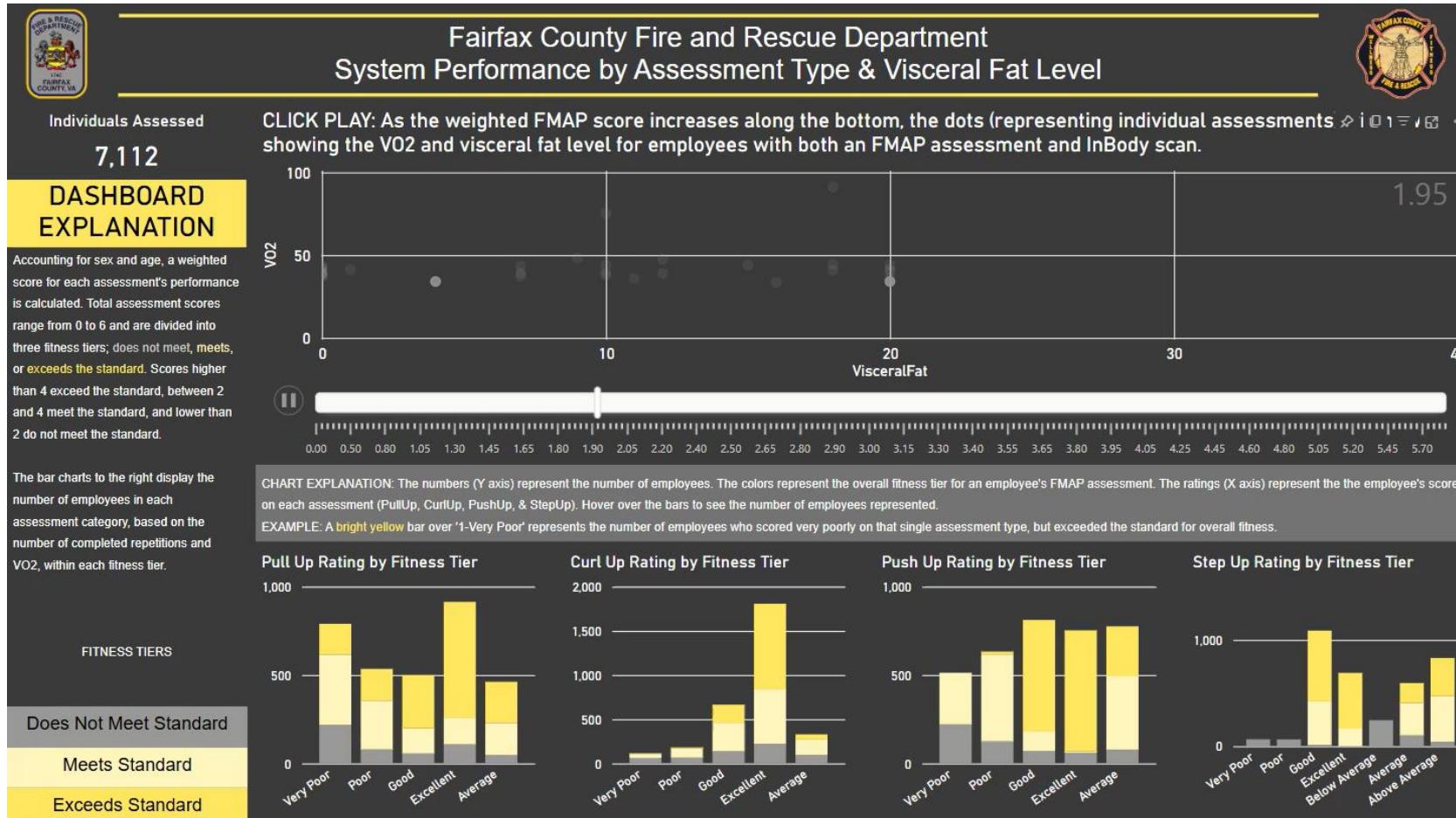
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## Department Overview





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## Benefits

1. Real-time Results
  - Calculations are computed programmatically (not by hand)
  - Employees have access to results within minutes
2. Long-term Performance Tracking (Criterion 11A.11)
  - Identify trends in physical performance and injury recovery
  - Visualize and understand impact of changes to program definition and goals
3. Data-informed Insights
  - Identify hits, misses, and areas for improvement
    - Department-wide > program tweaks
    - Cohort specific > tailored education and resources
4. Enhance Transparency & Communication
  - Morale improvement with published definitions and science
  - Supervisors can evaluate individual & shift progress



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## Lessons Learned

1. Adapting to Change & Technical Limitations
  - Encourage making changes slowly to allow for the evaluation of their impact
  - Providing clear guidance and reference tools ensures users understand and adapt to the new process.
2. Process Optimization, Not Just Digitization
  - Improve efficiency and eliminate unnecessary steps
  - Automating calculation computation reduces human error and ensures more reliable data
3. Accessibility & Security
  - Implementing permission groups allows controlled access to need-to-know information
4. Testing & System Reliability
  - Use a PDF version for initial testing to identify potential issues
  - Keep backup PDF copies available in case of server or Wi-Fi disruptions
5. Personnel Engagement
  - Reporting individual scores via email allows immediate access to view their progress



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"Championing analysts for individual growth, organizational excellence, and industry advancement".



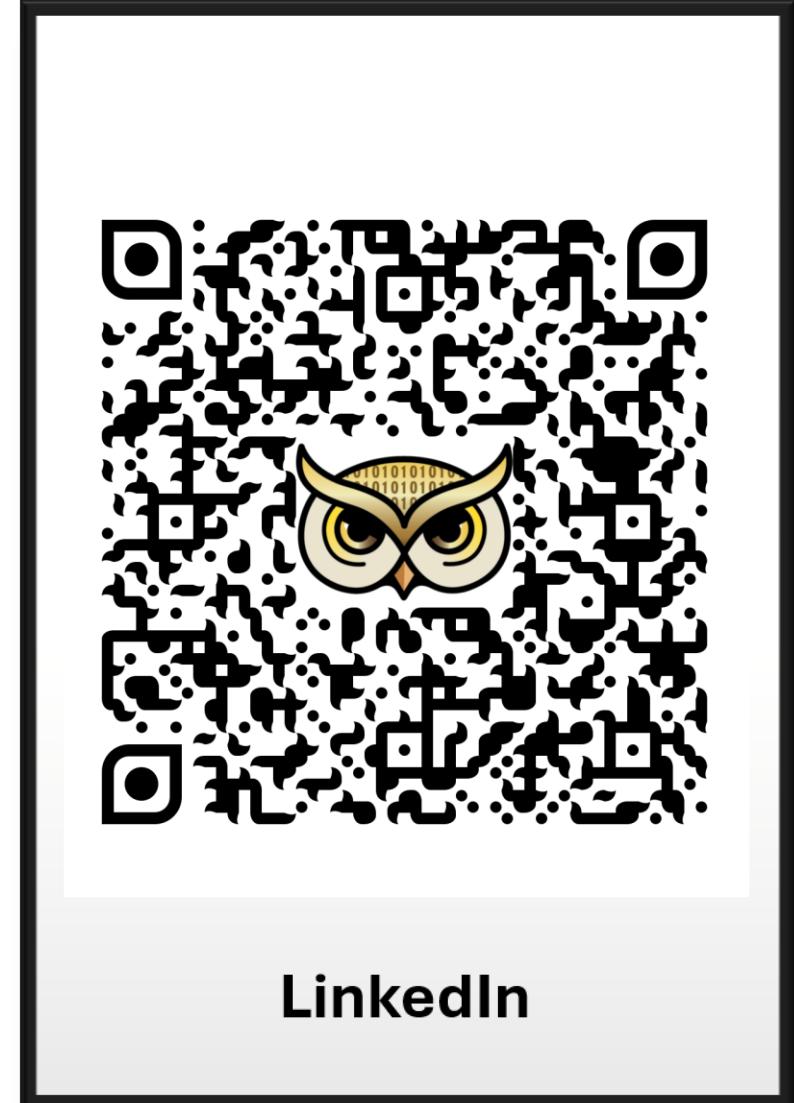
# AFESA

ASSOCIATION OF FIRE AND EMERGENCY SERVICES ANALYSTS



A QR code with a central illustration of the AFESA owl. Below the QR code is a black bar containing the white text "INTEREST FORM".

Interest Form



A QR code with a central illustration of the AFESA owl. Below the QR code is a black bar containing the white text "LinkedIn".

LinkedIn



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## Questions, Concerns, Grievances

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