



## **Clarke County Fire & EMS Commission**

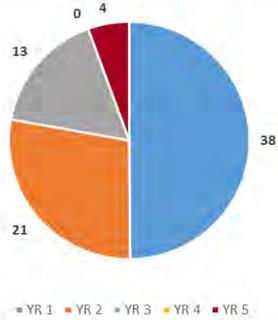
### **Evaluation of Priorities for 2016 Annual Plan**

February 11, 2016

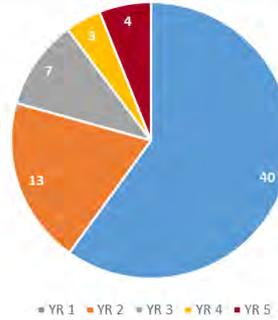
# Strategic Planner “Tracker”

Summary of Priorities  
(Data by Year)

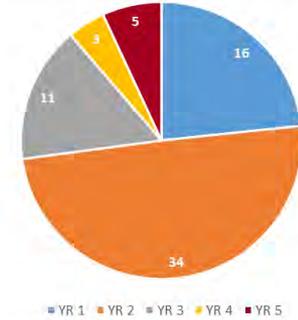
**Goal 1 - Strategic Vision and Leadership**  
 % Theoretical Responses for All Strategies



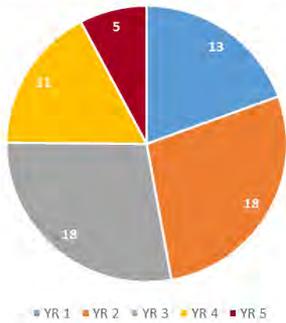
**Goal 2 - Fire and EMS Operations**  
 % Theoretical Responses for All Strategies



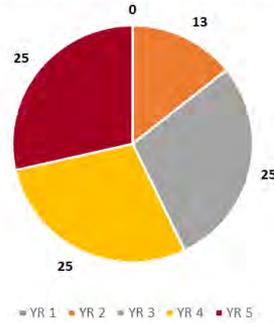
**Goal 3 - Recruitment and Retention**  
 % Theoretical Responses for All Strategies



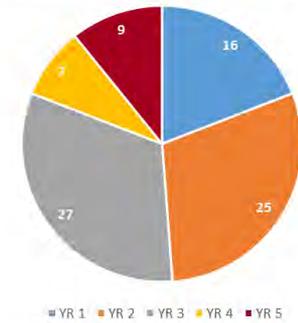
**Goal 4 - Resource Management**  
 % Theoretical Responses for All Strategies



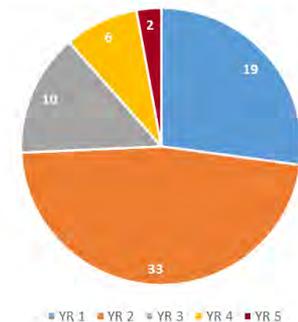
**Goal 5 - Health & Safety**  
 % Theoretical Responses for All Strategies



**Goal 6 - Employee Development**  
 % Theoretical Responses for All Strategies

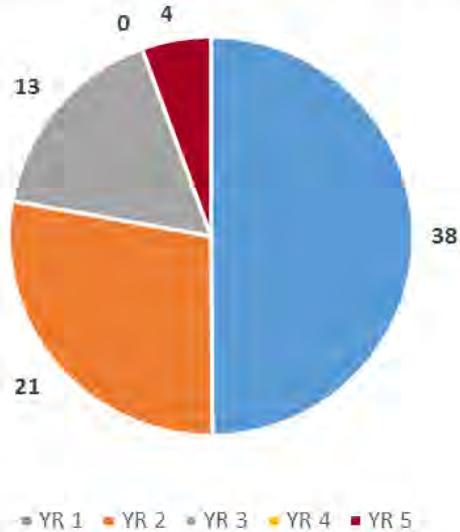


**Goal 7 - Community Outreach and Partnerships**  
 % Theoretical Responses for All Strategies

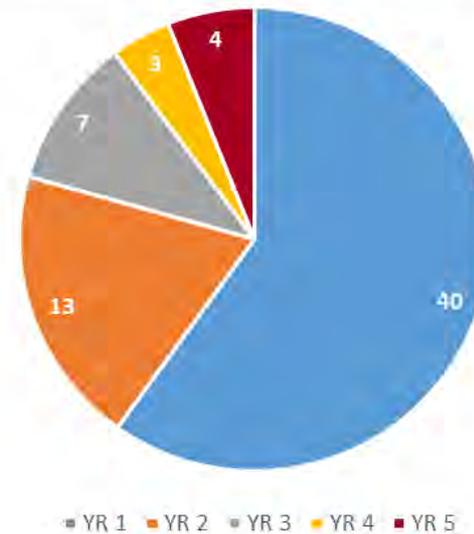


# Summary of All Goals

**Goal 1 - Strategic Vision and Leadership**  
 % Theoretical Responses for All Strategies

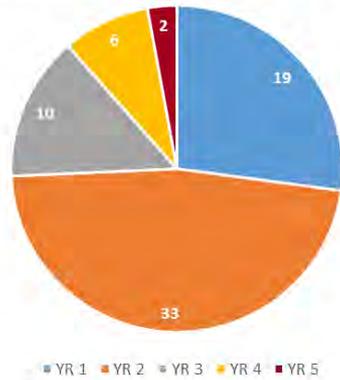


**Goal 2 - Fire and EMS Operations**  
 % Theoretical Responses for All Strategies

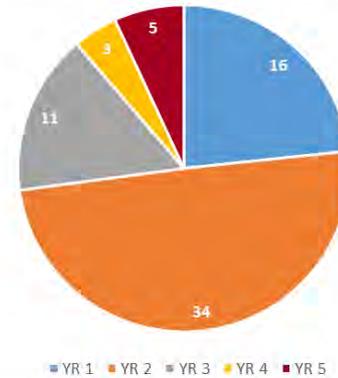


# Year 1 – “Winners”

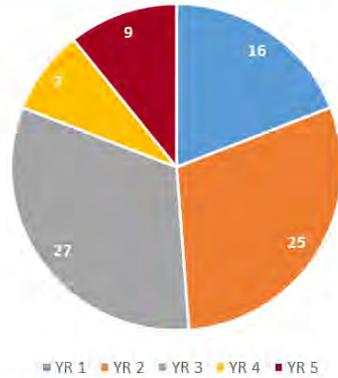
**Goal 7 - Community Outreach and Partnerships**  
 % Theoretical Responses for All Strategies



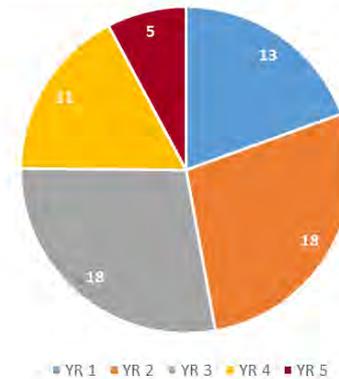
**Goal 3 - Recruitment and Retention**  
 % Theoretical Responses for All Strategies



**Goal 6 - Employee Development**  
 % Theoretical Responses for All Strategies

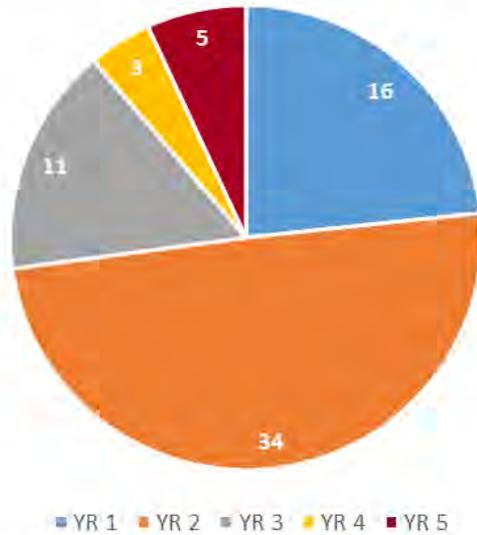


**Goal 4 - Resource Management**  
 % Theoretical Responses for All Strategies

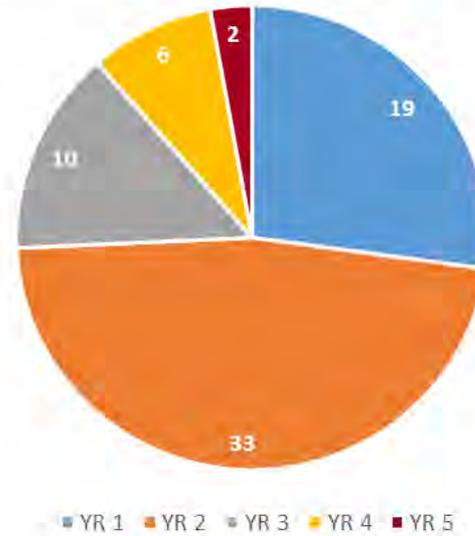


**Year 1 – “2<sup>nd</sup> Place”**

### Goal 3 - Recruitment and Retention % Theoretical Responses for All Strategies

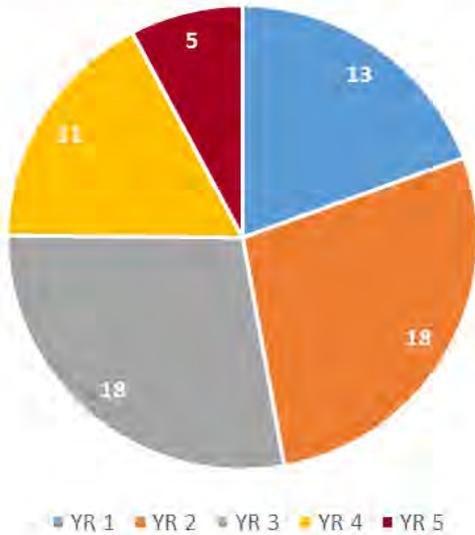


### Goal 7 - Community Outreach and Partnerships % Theoretical Responses for All Strategies



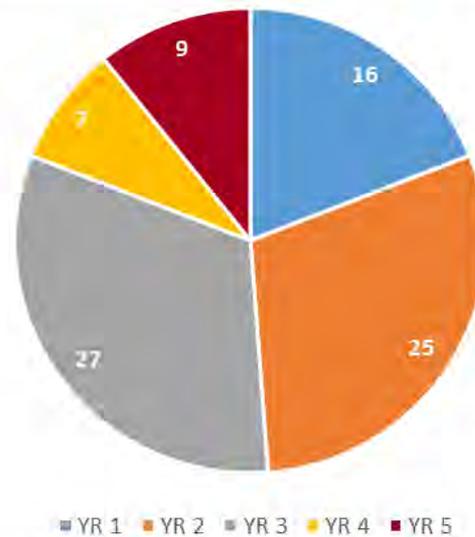
## Year 2 – “Winners”

**Goal 4 - Resource Management**  
 % Theoretical Responses for All Strategies



Note: also “winner” for YR 4

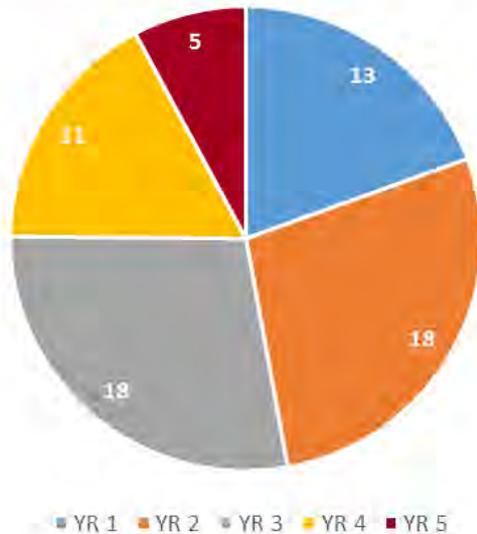
**Goal 6 - Employee Development**  
 % Theoretical Responses for All Strategies



Note: also “winner” for YR 5

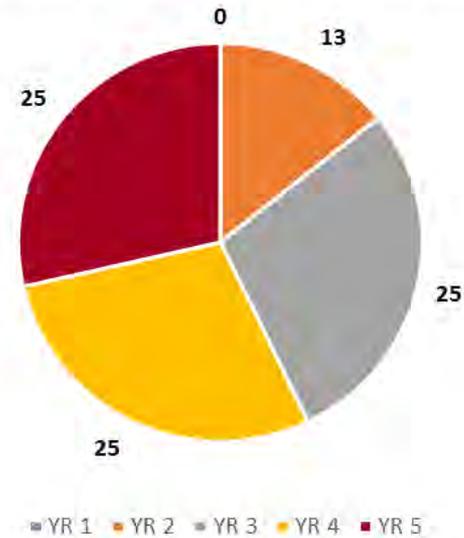
# Year 3 – “Winners”

**Goal 4 - Resource Management**  
 % Theoretical Responses for All Strategies



Note: also “winner” for YR 3

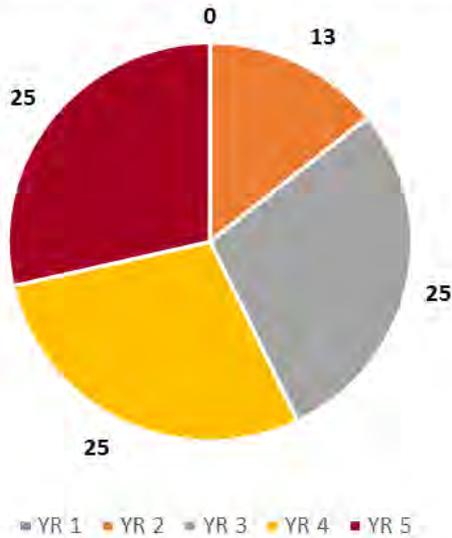
**Goal 5 - Health & Safety**  
 % Theoretical Responses for All Strategies



Note: also “winner” for YR 5

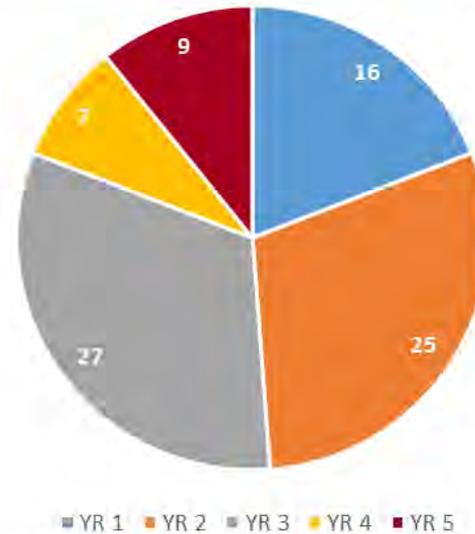
# Year 4 – “Winners”

**Goal 5 - Health & Safety**  
 % Theoretical Responses for All Strategies



Note: also “winner” for YR 4

**Goal 6 - Employee Development**  
 % Theoretical Responses for All Strategies



Note: also “winner” for YR 3

# Year 5 – “Winners”

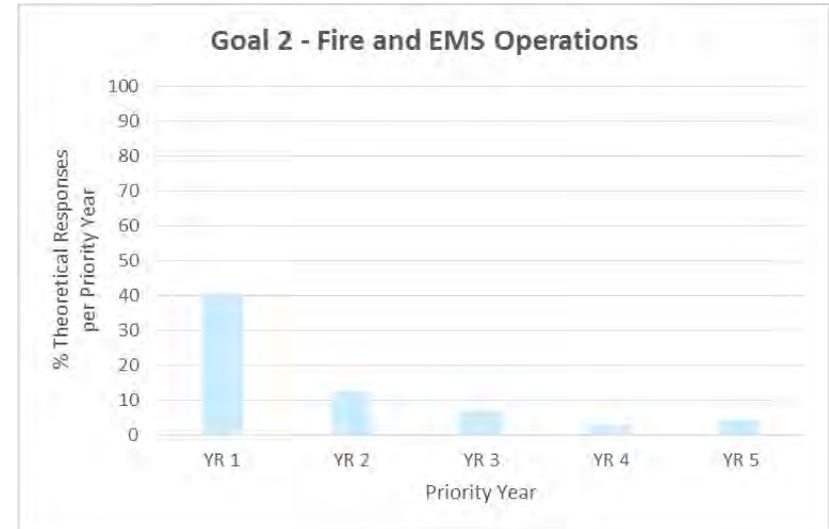
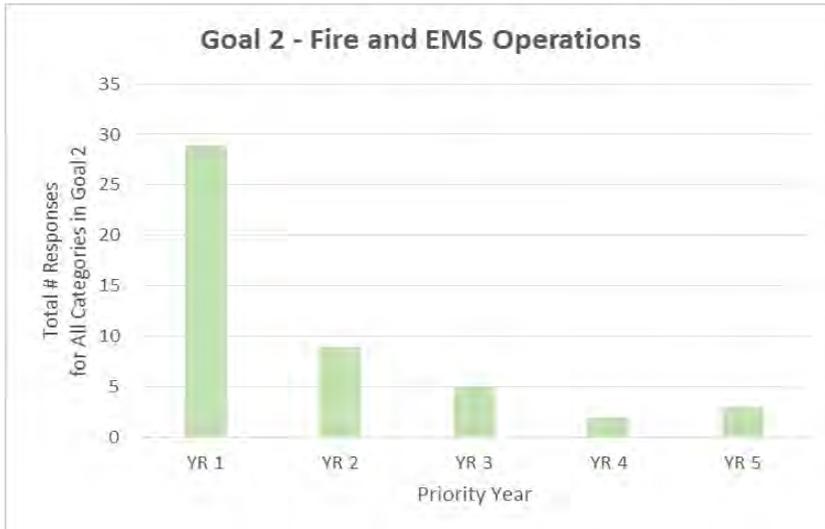
# Strategic Planner “Tracker”

## Data by Goal

# Goal 1 Strategic Vision and Leadership



# Goal 2 Fire and EMS Operations



# Goal 3 Recruitment and Retention



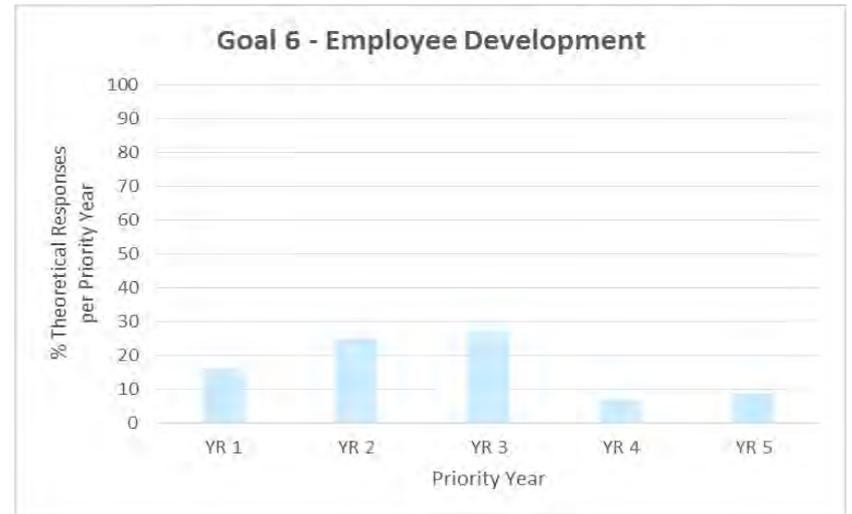
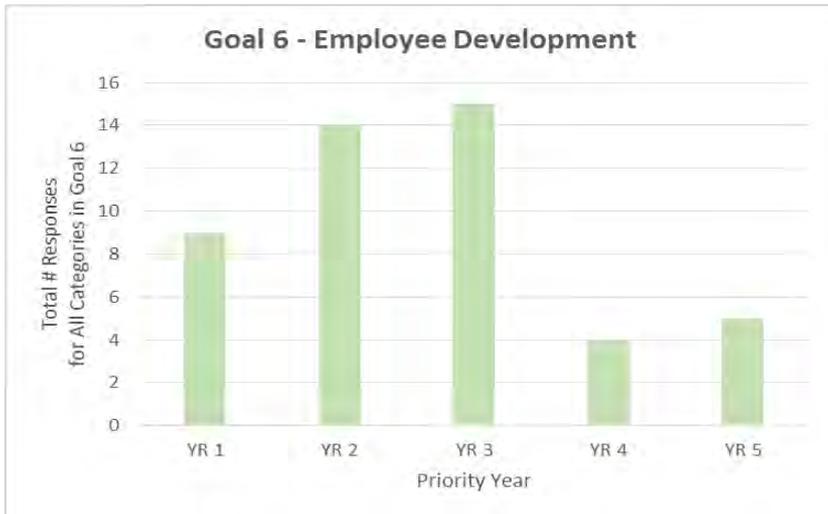
# Goal 4 Resource Management



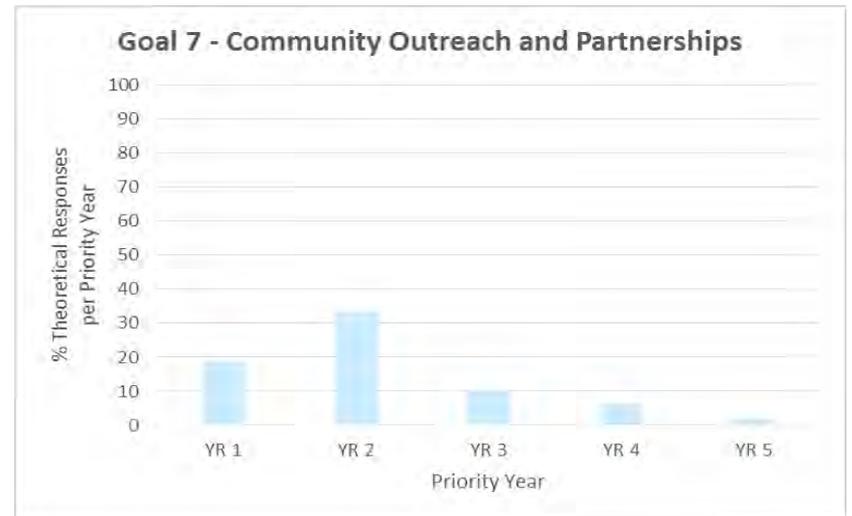
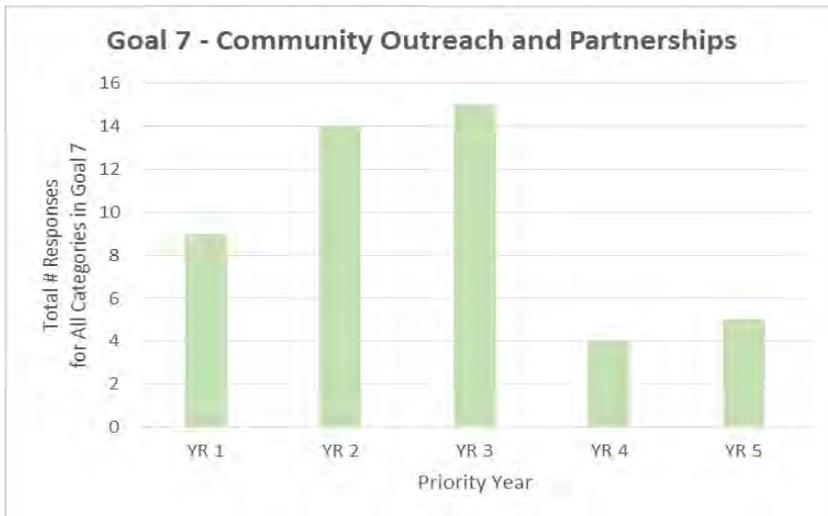
# Goal 5 Health and Safety



# Goal 6 Employee Development



# Goal 7 Community Outreach and Partnerships



# Strategic Planner “Tracker”

## Commissioner Responses

# Goal 1

## Strategic Vision and Leadership

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 1: Strategic Vision and Leadership</b>						
Strategy 1: Lead the organization with a well-developed strategic vision and plan						
Action Step 1: Develop a strategic plan	complete	Per Action Step 2, occurs annually				
Action Step 2: Annual evaluation of performance metrics		Per definition, occurs annually				
Action Step 3: Guide budget decisions		Per definition, occurs annually				
Action Step 4: Amend plan as needed		Per definition, occurs annually				
Strategy 2: Ensure effective and regular communications throughout the organization						
Action Step 1: Reports to Fire and Rescue Assoc.	complete	ongoing				
Action Step 2: Create communication plan for volunteer/staff	complete	communication via plan will be ongoing				
Action Step 3: Develop department website	complete	maintenance will be ongoing				
Strategy 3: Clarify the roles and responsibilities of all leadership positions						
Action Step 1: Develop rank structure		B,F	Br,L,M	V		
Action Step 2: Define organizational structure of the Dept.	complete					
Action Step 3: Define roles/responsibilities, training, documentation		B,F,M,T	Br	L,V		
Action Step 4: Review job descriptions and perform annual evaluations	ongoing	B,F,T	M			V

B=Beth Leffel; Br=Bryan Conrad; F=Frank Davis; L=Laure Wallace; M=Matt Hoff; T=Tony Roper; V=Van Armacost

# Goal 2

## Fire and EMS Operations

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 2: Fire and EMS Operations</b>						
Strategy 1: Ensuring that sufficient staff is available to have timely and effective response to fire and EMS calls						
Action Step 1: Standardize duty crews	ongoing	B,F,L,T	V	M		
Action Step 2: Use IAMRESPONDING across the Dept.	trial complete	B,F,L,M, V				
Action Step 3: Develop a plan for housing at stations		F	Br	B,M	V	L,T
Action Step 4: Ensure consistent response of fully staffed apparatus	ongoing	B,F,M,T				
Strategy 2: Ensure that standards, protocols and procedures are comprehensive, accessible and effective						
Action Step 1: Establish performance metrics	complete					
Action Step 2: Standardize SOPs and publish on the website	ongoing	Br, L,M	B,F			
Action Step 3: Review dispatch protocols annually		Per definition, occurs annually				
Action Step 4: Update MOUs w/ other jurisdictions		B, Br,F	L		M	
Action Step 5: Update MOUs w/ volunteer companies	Complete	V	F			
Strategy 3: Manage Fire and EMS Operations to meet the changing needs of the community						
Action Step 1: Develop a "paramedic-in-the-community" program			B,T	Br, M		L
Action Step 2: Annually review plan for incidence response to target hazards		Per definition, occurs annually				
Strategy 4: Emergency Operations						
Action Step 1: Define Emergency Operation Procedures across County Dept.		B, Br, L,M	F			
Action Step 2: Hold joint trainings		B,Br,F,M,T	L			

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# Goal 3

## Recruitment and Retention

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 3: Recruitment and Retention</b>						
Strategy 1: Develop an effective recruitment program						
Action Step1: Review recruitment options annually		Per definition, occurs annually				
Action Step 2: Standardize and centralize application process for volunteers	ongoing	L		B		
Action Step 3: Develop a cadet program with the schools	ongoing		B,F,L,V			
Action Step 4: Define standards for “live-in” program for cadets		Br	F,T,V	M		B,L
Action Step 5: Design a mentoring program for recruits		B,Br, M	F,L,V	T		
Strategy 2: Develop an effective retention program						
Action Step 1: Update incentive program		V	B, Br,M	F,L		
Action Step 2: Seek volunteer feedback on appropriate incentives		Br, V	B,F,M	L		
Action Step 3: Evaluate retention of career staff		T	B,F,L,M	V	Br	
Action Step 4: Plan to track members who leave or discontinue service		F,M,T	B, Br		L	V

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# Goal 4 Resource Management

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 4: Resource Management</b>						
Strategy 1: Budgeting						
Action Step 1: Develop a yearly budget	ongoing	Per definition, occurs annually				
Action Step 2: Focus fee-for-service revenue	ongoing	Per definition, occurs annually				
Strategy 2: Purchasing						
Action Step 1: Develop long-term equipment/apparatus purchasing plan		L,T	B	F	Br, M	
Action Step 2: Develop long-term capital facilities plan			L	B,F,M,T		Br
Action Step 3: Develop life-cycle replacement plan for personal protective equipment		B,L	T	Br, F	M	
Action Step 4: Standardize and consolidate Dept. purchases	ongoing		B	F,L		
Action Step 5: Use County Procurement Policy when feasible	ongoing	Per definition, ongoing task				
Strategy 3: Technology						
Action Step 1: Appoint joint committee with Sheriff's office to review and recommend updated technology	complete	V				
Action Step 2: Evaluate needs for additional IT personnel support	ongoing	V	B,F		M	
Action Step 3: Equip all equipment with Mobile Data Terminals	ongoing	V	L,M	B	F	
Action Step 4: Enable Text 911 (regionally)		V	B,T		F	Br, M

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# Goal 5

## Health and Safety

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 5: Health and Safety</b>						
Strategy 1: Ensure the health and safety of all volunteers and career staff						
Action Step 1: Develop a wellness program			T	Br, F	L, V	B, M

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# Goal 6

## Employee Development

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 6: Employee Development</b>						
Strategy 1: Develop a comprehensive training model for all department employees						
Action Step 1: Standardize training for all positions		M, T	Br	B, F, L, V		
Action Step 2: Develop training requirements for ride-alongs		B, Br	F, L	T, V		M
Action Step 3: Schedule quarterly joint trainings across Dept.	complete	Per definition, ongoing process				
Action Step 4: Document training in a Dept. database		Br	F, M, T, V	B	L	
Action Step 5: Analyze existing skill sets to identify areas for new training needs		Br, T		B, F, M	V	L
Action Step 6: Evaluate training effectiveness		M	B, T	F, L	V	
Strategy 2: Deliver training that is effective, efficient and accessible						
Action Step 1: Develop an incentive plan to encourage personnel to become instructors			Br, L	B, T	F	M, V
Action Step 2: Identify opportunities with joint training with other jurisdictions		L	B, F, M	T		V
Action Step 3: Develop procedures to announce training opportunities	complete	adherence to procedures				

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# Goal 7

## Community Outreach and Partnerships

Plan Tracker	Status (Dec. 2015) <sup>1</sup>	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 7: Community Outreach and Partnerships</b>						
Strategy 1: Conduct research to identify the opinions and priorities of the community and their awareness and support for current Fire and EMS Operations						
Action Step 1: Conduct community surveys		Br, M	B,F,V		L	T
Action Step 2: Use websites, town meetings etc. to connect with stakeholders	complete	Per definition, ongoing process				
Strategy 2: Develop community awareness of Fire and EMS Operations and build community support for Fire and EMS Operations						
Action Step 1: Develop a community outreach plan		Br, L,M	B,F,T	V		
Action Step 2: Develop and implement a program for career staff to address community outreach during non-call times		L	Br, M,T	B,F	V	
Strategy 3: Cultivate partnerships to support Dept. services						
Action Step 1: Evaluate current partnerships and opportunities		Br, V	B,F	M		
Action Step 2: Establish regular communication with partner agencies	complete	Per definition, ongoing process				
Action Step 3: Create new partnerships	ongoing		B, Br			
Action Step 4: Utilize partnership to inform decisions and solve problems		F	B, Br, T	M	V	

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