

**Department of Fire, Emergency Medical Services and Emergency Management,
Clarke County, VA**

**STRATEGIC PLAN
2015 - 2020**



MESSAGE FROM THE DIRECTOR



LETTER FROM DIRECTOR FRANK DAVIS:

As Clarke County, VA continues to grow, our elected leaders have taken positive steps to ensure that Emergency Services manages the growth as well. Part of the process includes the development of a Strategic Plan designating our path. This document reviews where we have been in the past, where we want to go in the future and how we can successfully get there. Tasks have been prioritized and goals have been set.

The plan was developed by the County’s Fire and EMS Commission (Appendix 1), with extensive support from members of the Volunteer Fire and Emergency Medical departments, county citizens, and government leaders with hopes of setting a direction for the future growth and success of our Emergency Services system.

Clarke County has a proud history of providing excellent Fire and Emergency Medical Services using highly trained, professional volunteer and career personnel. Using this document as a guide we look forward to an even brighter future as we continue to grow with the changing times.

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EXECUTIVE SUMMARY

With the hiring of a new Director of Fire and EMS in September of 2014, the new Clarke County Department of Fire, EMS and Emergency Management is well underway in addressing many of the recommendations set forth by the Fire and EMS Workgroup of 2013/14. With this Strategic Plan, a vision has been set for the future and a pathway developed to realize that vision.

The Strategic Plan sets forth a new Vision, Mission, and set of Values for the new Department and lays out seven strategic areas of focus for the next five years.

While all of these goals are critical to reaching the stated vision, it is clear that some of the goals, and the associated strategies to reach them, must be taken as high priority steps. Under **Strategic Leadership and Vision**, the Fire and EMS Commission places emphasis on developing robust communications throughout the system and clearly defining the roles responsibilities, training and certification for all leadership position. Within the goal for **Fire and EMS Operations** priority was given to ensuring sufficient staff for timely and effective response to all calls, with a focus on duty crews and electronic templates. **Recruitment and Retention** is the highest goal priority with strong recommendations to focus on designing a mentoring program for new recruits and identifying incentives to help retain active volunteers.

The commission also placed a priority on overall **Budgeting**, including development of a plan for the distribution of the Fee for Service Funds. Within the goal of **Employee Development**, delivery of effective, efficient and accessible training topped the list of priorities with a call to develop an incentive plan to encourage Fire and EMS Personnel to become instructors. And within the goal of **Community Outreach and Partnerships**, the Commission places emphasis on developing a community outreach plan to engage our citizens and educate about the need for community support through volunteerism.



COUNTY HISTORY

Clarke County, Virginia, rests in the scenic beauty of the northern Shenandoah Valley and has a rich agricultural and historical legacy. Named after the Revolutionary War hero, General George Rogers Clark, the County was formed in 1836 when it was split off from Frederick County, Virginia to its west.

This area was originally part of Lord Fairfax's 5 million acre property. A young George Washington came to the area to survey for Lord Fairfax and the office where he worked stands today at Greenway Court in the small town of White Post.



CLARKE COUNTY STATISTICS

Resident Population: 14,423

Increase from 2010: 3%

Service Area: 185 Sq. Mi.

Development Centers in the
Towns of Berryville, Boyce
and White Post

While the Civil War devastated the area, many of the old plantation homes survived and still stand today. Gradually the agricultural emphasis changed from wheat growing to fruit production, with immense orchards of apples spreading over the landscape. The breeding of thoroughbred horses is a major source of income and prestige within the county. Over time, the County's business base has become more diverse, while still maintaining the rural nature that Clarke County citizens cherish.

Today, Clarke County also serves as a bedroom community to citizens who commute for work to Washington DC and its extensive suburbs that extend to Loudoun County on the east side of the Blue Ridge.

FIRE COMPANY HISTORIES

The first fire service started in the County in 1883 when the town of Berryville purchased a horse drawn hook and ladder truck. It bought its first BV fire truck in 1926.



It was not until 1900 when the population of Clarke County was just under 8,000 residents that the John H. Enders Fire Company and Rescue Squad (Co.1) was instituted. In 1959, the Boyce Volunteer Fire Company (Co. 4) was opened to serve the southern part of the county. In 1970 Shenandoah Farms Volunteer Fire Department (Co. 6) was chartered and built on the southern border of Clarke County to serve the local community of Clarke and Warren County residents. In 2013, this Company was officially dissolved and became part of Warren County Fire and Rescue Services. And in 1976, citizens of the north-eastern part of the county chartered the Blue Ridge Volunteer Fire and Rescue Company (Co. 8).

By 1993, County population had reached almost 12,000, with many residents commuting for work to larger metropolitan areas to the east. In addition, there was an increase in two-person working families, resulting in a decline in volunteerism which led the volunteer companies to request that the County hire two full-time (FT) career staff to cover day-time hours during the work week. This was the beginning of the Clarke County Emergency Medical Services (CCEMS) career staffing in the county.

In addition, the County is regularly supported by staff from the Federal Emergency Management Agency which has facilities on our eastern border and serves as a first-due agency for more than 21 square miles. Like most counties, Clarke provides services to and is supported by neighboring counties through mutual aid agreements.

In 2013 a Fire and EMS Workgroup was established to review the health of the County's Fire and EMS system. That review led to 25 recommendations which were put before the Board of Supervisors in February of 2014. As a result of these recommendations, in October of 2014, Clarke County formally instituted a Department of Fire, Emergency Medical Services and Emergency Management, under the direction of the Director of Fire and EMS.

ORGANIZATIONAL OVERVIEW

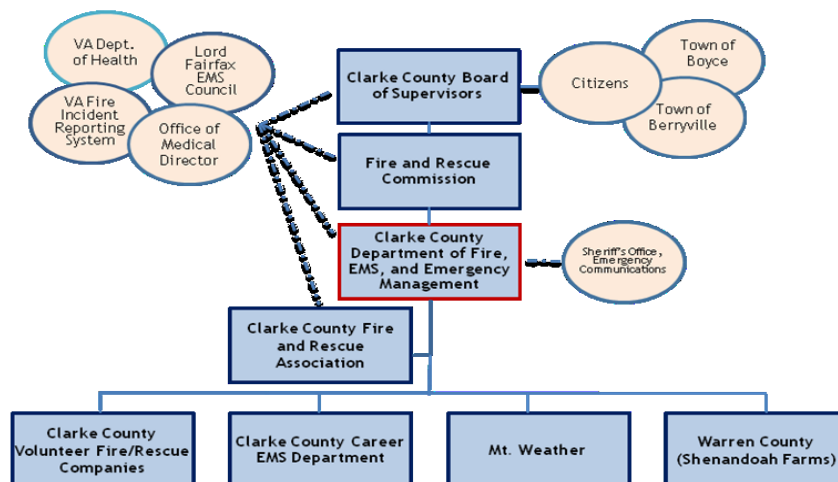
The Clarke County Department of Fire, EMS and Emergency Management organizational chart is shown below. The Director of Fire, EMS and Emergency Management reports directly to the County Administrator who in turn reports to the Board of Supervisors. In addition, the Director acts as a staff member to the Fire and Rescue Commission which sets policy and strategic direction for the Department as a cooperative activity with the Director. The Director has direct line authority over the Department's career staff.

Volunteer companies, although private organizations, run with the approval of the County and as such, must follow the directions, protocols and standard operating guidelines set forth by the Director in coordination with the Fire and Rescue Association, the Operating Medical Director and the State of Virginia.

The County operates its EMS program under the guidance and certification of the VA Department of Health and with support from the Lord Fairfax EMS Council.

Like most jurisdictions, the County has mutual aid agreements with its surrounding counties and the County also benefits from the support services of a FEMA facility on its eastern border. Additionally, Warren County on the southern border of the County provides Fire and EMS services to the lower SE corner of the County.

Hierarchy of the Clarke County Department of Fire, EMS, and Emergency Management



Blue squares represent the hierarchy (Department is highlighted in the red outline).
Green circles represent "external factors" that impact the Department - legislative/regulatory, customers, collaborators and support.

Chart 1: Organizational Chart for the Clarke County Department of Fire, EMS and Emergency Management

ORGANIZATIONAL OVERVIEW

Funding:

Until 2015, funding for the system was provided through generous donations from citizens and through budget support from the County, the State and local towns. In 2015, with the institution of Fee for Service, the Department hopes to be able to address essential equipment, technology and staffing needs and provide some much-needed relief to volunteers whose extensive fund-raising efforts are leading to burn-out throughout the system.

The following chart shows the approximate 2016 budget for Clarke County fire and EMS services. As shown, funding is provided by the County, State, town of Berryville, and the fundraising efforts of the volunteer companies. Volunteer companies raise approximately 77% of the funds necessary to support their company operations. County funds support career staff and a host of other budgetary needs for the department.

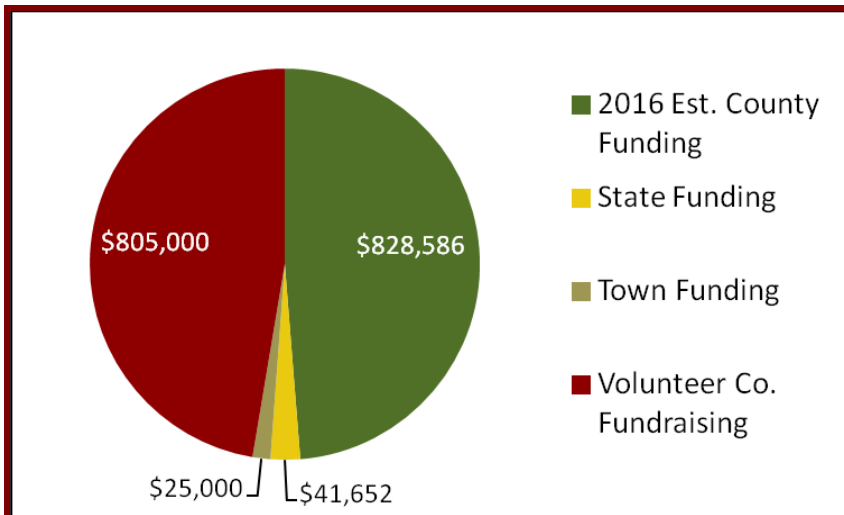


Chart 2: County Fire and EMS Budget by Funding Source

ORGANIZATIONAL OVERVIEW

Call Volumes in 2014:

In 2014, the county had 1,960 calls in the following categories. The chart shows both the number and percentage of each type of call.

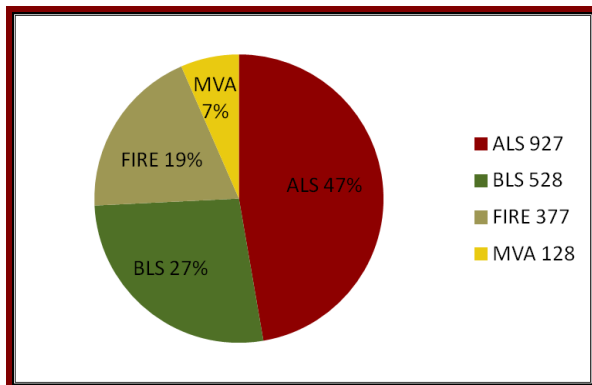
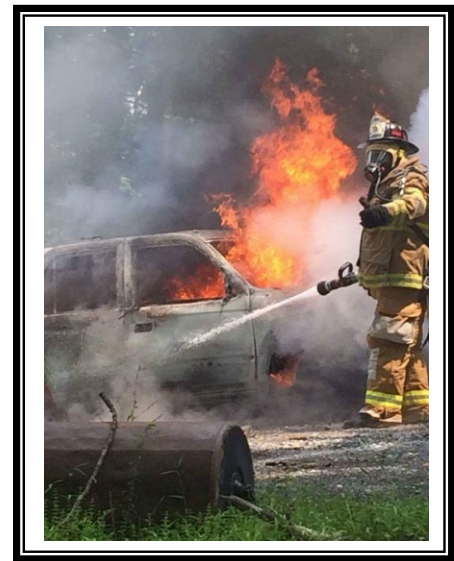


Chart 3: Call Volumes in 2014 (See Glossary of Terms p.31)



Career Personnel:

Director of Fire and EMS (FT)

EMS Billing Coordinator (PT)

Full Time Career Staff: Clarke County Staff: 5 (EMT I – 5; FF2 - 5)

PT Career Staff: Clarke County Staff: 12 (EMT I – 11; EMT P- 1; FF2 - 12); Boyce Co. 4 Staff: 9 (EMT B – 3; EMT EN – 3; EMT I – 1; EMT P – 2; 9 FF2)

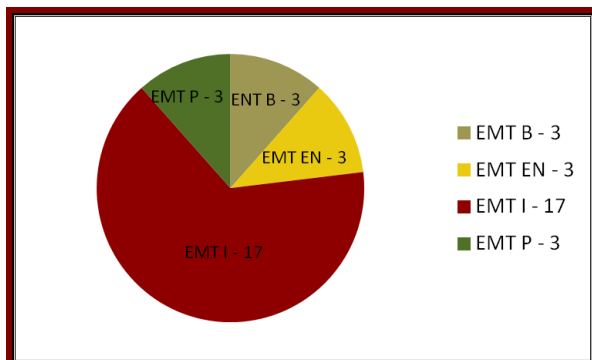


Chart 4: Pie Chart Showing Distribution of EMS Skills levels for FT and PT Career Staff



ORGANIZATIONAL OVERVIEW

VOLUNTEERS:

There are 69 active volunteers serving 3 volunteer companies. Of those 69 active volunteers, 33 have EMS certifications as shown below.

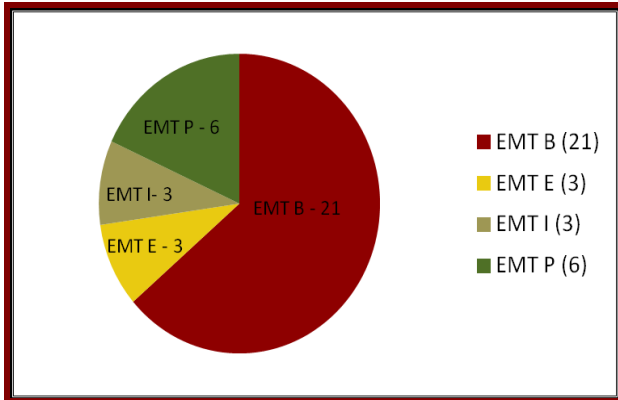


Chart 5: Distribution of Volunteer Staff by EMS Level

Equipment and Stations:

Fire Stations	3
Ambulances	5
Wagons	3
Engines	2
Rescue Engines	1
Tankers	3
Trucks	1
Squad Truck	1
Serve Units	3
Brush Trucks	3
Mobile Units	1
Boats	2

Of those 69 active volunteers 61 have firefighter certifications as either FF1 or FF2.

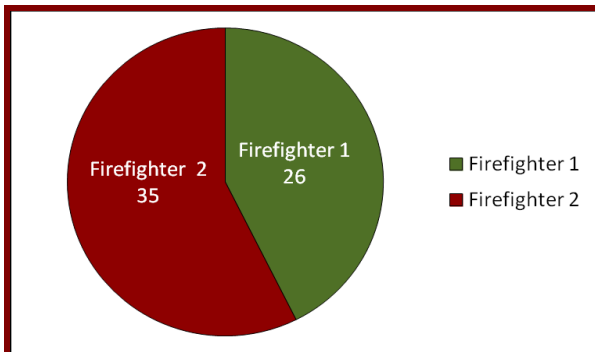


Chart 6 – Total Number Volunteers with Firefighter 1 or 2 Certifications



THE PLANNING PROCESS

The strategic planning process was developed by the Clarke County Fire and EMS Commission (Appendix 1), a group of eight members including the Director of Fire and EMS, firefighters, paramedics, elected county officers and civilian staff. The decision to develop a strategic plan for the fire and EMS system was made by the Board of Supervisors based on the recommendations of a Fire and EMS Workgroup which reported to the Board in February of 2014 after 6 months of work resulting in 25 recommendations for improvement of the system. With the institution of the Fire and EMS Commission in the fall of 2014, work on the plan began.

By early December of 2014, Commission members began a series of focus groups and interviews to clearly understand the strengths and weaknesses of the newly-formed Department and to identify both the current and future challenges, and opportunities facing the Department. In addition, focus groups and interviews focused on stakeholder expectations and hopes for the future of the Department. Commission members led focus groups with each volunteer company, with career staff, and with the Fire and Rescue Association. Individual interviews were held with Company Chiefs, the Sheriff's Office, the County Planning Commission, the Board of Supervisors, the Lord Fairfax EMS Council and the Department's Operating Medical Director. Additionally, interviews were held with staff of VA Office of Emergency Medical Services (VA OEMS), the VA Department of Fire Programs (VDFP), and VA Department of Emergency Management (VDEM). Finally, the Commission reached out to members of the community through many local organizations, the Mayors of Boyce and Berryville, the Chief of Police for the Town of Berryville, the Superintendent of Schools, and state and local politicians.

Analysis of the information from these focus groups and interviews provided the Commission with an assessment of the Department's positive and negative aspects and will also serve as a benchmark for evaluating the Strategic Plan and its ability to move the Department toward its 2020 vision.

With this valuable information in hand, the Commission developed the Department's Mission Vision and Values statements and seven Strategic Goals with associated strategies and action steps for implementation over the next five years.

THE PLANNING PROCESS

The Strategic Plan will be used yearly to evaluate performance of the Department towards its strategic goals. The Department however considers the Strategic Plan as a living document which must also be reviewed regularly to see if the prescribed strategies are successfully leading to the fulfillment of the stated goals. The plan itself is subject to revisions. When strategies are not performing as expected, those strategies will be reviewed and amended. Changes may also be made in order to address changing or emerging challenges.



Chart 7: Graphic of Strategic Planning Process

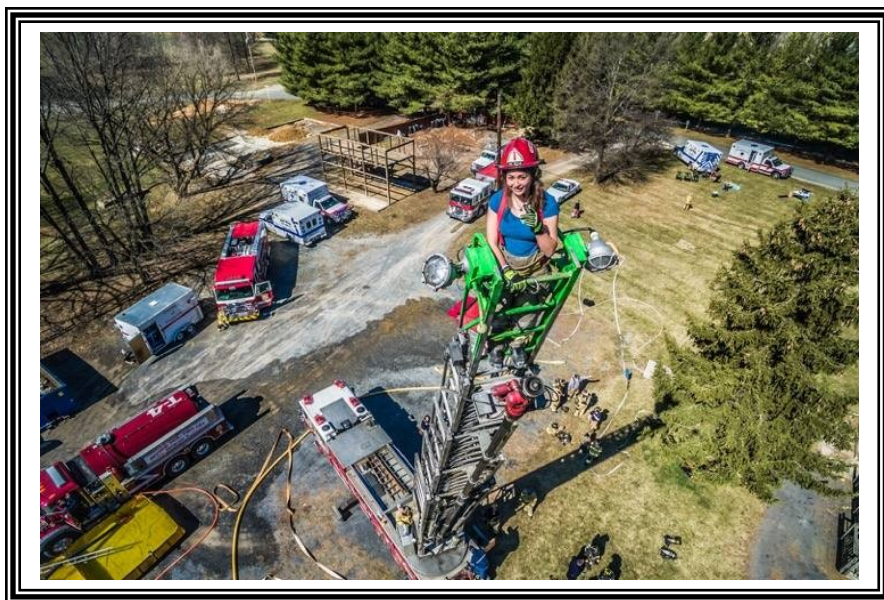
CELEBRATING SUCCESS

After 115 years of service to the community, the success stories are impressive. Keeping a volunteer system alive over that period of time, especially in light of the current challenges to keeping volunteers is a success in itself.

Working in a small community means a lot of community support, a great working relationship with county leaders and a genuine desire to keep moving forward to meet the needs of a quickly-evolving community. And companies point to a sense of community and a solid base of traditions, and the experience and training of volunteers who have served for many years, as the foundations for their success.

With the hire of a Director for Fire and EMS in September of 2014, the establishment of the Fire and EMS Commission, and initiation of Fee for Service to create an influx of much-needed funding, the Department is well on its way to addressing a number of the recommendations made by the 2013/2014 Fire and EMS Working Group.

Under the leadership of the Director, regular evaluations of cross-company performance have become the norm for operations; communications have been greatly increased through monthly newsletters and regular email communications; and increased networking with local and state-wide organizations has opened opportunity for sharing best practices for rural Fire and EMS systems.



CHALLENGES

Through focus groups, community meetings and interviews, the team identified a number of challenges facing the Clarke County Department of Fire, EMS and Emergency Services.

EXTERNAL:

Financial Constraints:

As with all Fire and EMS services across the country, financial support is the essential ingredient. And like all communities, recent financial challenges have meant static or decreasing support for local fire and EMS services from governmental organizations.

In addition, the ability of citizens in a small county to raise the necessary funds to equip and maintain volunteer facilities is becoming increasingly more difficult. The cost of vehicles and fuel, property maintenance, updating safety gear and equipment, and paying for volunteer insurance is stretching the capacity of citizens to respond.

Changing Demographics:

Clarke County is experiencing an aging population, in part because of the increase of senior-serving facilities in the County. The increase in this demographic has resulted in more calls further stretching the volunteer workforce.

Limited Volunteers:

Most families now are two-parent working families and that alone limits the availability of volunteers. Add to that the fact that many of those who live in the county must commute to the east to larger metropolitan areas to find work, and the volunteer problem increases. Even volunteers who live in the community are not here for the bulk of the work week.

Those citizens who can volunteer in support of their community are often looking for opportunities that are less time-consuming than becoming part of a volunteer fire and EMS company. Our volunteer companies are in competition with many other organizations that are desperately seeking volunteers from this limited pool.

CHALLENGES

INTERNAL

Changing Culture

Although built on a tradition of independent fire companies, these companies today realize that the individualism that provided their strength in the past is a liability in today's environment when one company cannot successfully meet its mission without a lot of support from across the Department. To facilitate cross-company operations, the Department needs common performance and training standards for all positions, and common standard operating guidance (SOG).

Recruiting and Retaining Volunteers

Topping the list of challenges is the ability to engage enough volunteers to respond with sufficient staff with the appropriate skills needed to meet the challenges of both fire and EMS calls 24/7, even with a dedicated core of career staff.

In addition, our volunteer companies are having difficulty both recruiting and retaining volunteers. Additional work needs to be done to reach out to students and diverse communities to recruit new volunteers. And once aboard, extensive mentoring and incentives need to be in place to support and keep well-qualified personnel.

Engaging Volunteers

Most of the volunteer companies have fairly lengthy lists of volunteers with both Fire and EMS certifications but only a portion of those certified individuals regularly run calls. Whether this is because of time constraints, a belief that career staff should be running most of the calls, or other considerations, the impact is the same – a movement toward more career staff which will impose even greater financial burdens on the system unless the county can reverse this trend.

Training and Development

The complexity of fire and EMS services demands extensive training for those individuals that step into leadership positions, and that training must be available at times that serve the needs of the volunteer community.

Training for Firefighters and EMS personnel is extensive. Training must be available at times that do not conflict with volunteers' regular jobs and in localities that are not too distant. The complexity of fire and EMS services demands even more extensive training for those who step into leadership positions.

Technology

Communications technology and the staff capacity to manage and maintain these complex systems continue to be a problem for the county.

MISSION, VISION AND VALUES

The following mission, vision and value statements have been developed to guide the Clarke County Department of Fire, EMS and Emergency Management. The Mission provides the core purpose for the Department and defines the scope of its services. The Vision describes our collective hopes and dreams for the future of the Department in 2020 and is the driver for the Strategic Plan. The Values state the core principles by which we interact with each other and with the Community, and they state what we value as a Department in service to the citizens of Clarke County.



MISSION

The Clarke County Department of Fire, EMS and Emergency Management, a unified career and volunteer service department, provides safe and professional response to fire, medical and environmental emergencies. The Department is dedicated to minimizing the loss of life and property through suppression, rescue, education, and other programs.

VISION

The vision of the Clarke County Department of Fire, EMS and Emergency Management is to be a fully integrated combination volunteer and career fire, EMS and Emergency Management organization in which well-trained, multi-disciplined and highly skilled personnel utilize state-of-the-art equipment, technology and apparatus to provide the highest quality of Fire, EMS and Emergency Management Services.

MISSION, VISION AND VALUES

VALUES

Recognizing the dedication and skill of all members (career and volunteer), we will create and maintain an environment of individual safety, well-being, and trust. We are guided by our Core Values:

- Professional Excellence
 - Provide the highest level of compassionate service at all times
 - Maintain readiness through preparation and education
 - Investigate and implement change carefully and effectively
 - Accountable to our community, each other, and the Department

- Teamwork
 - Recognize the long-standing traditions of the community and integrate career and volunteer service.
 - Know and respect everyone's roles and responsibilities
 - Collaborate to achieve Departmental goals
 - Share authority, responsibility, and credit

- Integrity
 - Value the trust placed in us by our community, by acting in the best interest of citizens
 - Demonstrate honest and ethical behavior at all times
 - Respect others by being courteous, an active listener, responding appropriately and honestly, and have the willingness to apologize
 - Honor commitments to the community, Department, and each other
 - Strive to treat all people with fairness and equality

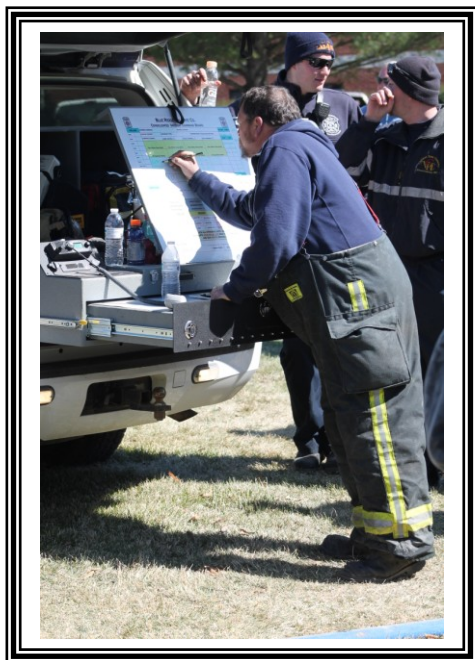
Strategic Goals, Strategies and Actions

The Plan for Clarke County Department of Fire, EMS and Emergency Management is built on 7 primary goals. Each of those goals is supported by specific strategies to help the Department reach the goal. Each strategy in turn is supported by a series of action steps to complete the strategy.

The strategies and action steps will become the building blocks of the Department's annual performance plans. Those yearly plans will provide the specific information on responsible parties and the timeframes for completion of individual components of the plan.

The goals, strategies and actions set forth here are within the framework of the Vision, Mission and Values of the Department. They were evaluated for their strategic alignment to the Vision of the Department five years from now in 2020. And, each was evaluated to ensure that it was achievable in our current state. Finally, only those actions which were measureable and hence could be used for assessment of performance were used.

The Fire and EMS Commission will review progress on the plan annually, or as necessary to ensure that goals are met within 5 years.



Goals, Strategies and Actions

STRATEGIC GOALS

(Note: the listing of goals does not represent a priority order.)

- 1. Strategic Vision and Effective Leadership:** To ensure that decisions are driven by a strategic vision and plan for the Department; to have excellent leadership at all levels; to ensure that all companies work under one umbrella with an emphasis on sharing resources and a focus on professionalism and discipline.
- 2. Fire and EMS Operations:** To provide excellent Fire and Emergency Medical Services, i.e., the proper level of care and timeliness of service, 24 hours a day and seven days a week.
- 3. Recruitment and Retention:** To ensure that we have sufficient volunteers in the Fire and EMS Department to remain a predominantly volunteer Department.
- 4. Resource Management:** To maintain quality equipment, apparatus, facilities; to ensure state-of-the-art technology to meet the mission of the Department; and to guarantee that the Fire and EMS Service is fiscally sound and practices best financial management practices.
- 5. Health and Safety:** To provide for the health and safety of all Department employees and volunteers.
- 6. Employee Development:** To ensure a well-trained and qualified workforce that is proficient in state-of-the-art Fire and EMS skills; and to ensure that training opportunities meet the needs of a volunteer workforce.
- 7. Community Outreach and Partnerships:** To increase community awareness of Fire and EMS operations to gain support and encourage citizen involvement.



GOAL 1 – Strategic Vision and Leadership

To ensure that decisions are driven by a strategic vision and plan for the Department; to have excellent leadership at all levels; to ensure that all companies work under one umbrella with an emphasis on sharing resources and a focus on professionalism and discipline.

STRATEGY 1: Lead the organization with a well-developed strategic vision and plan.

Action Steps:

1. Develop a Strategic Fire and EMS Plan with performance goals and quantifiable objective data on the Department's performance.
2. Provide yearly evaluation of the Department against established response time metrics and the level of care.
3. Use the Strategic Plan to guide Board of Supervisors (BOS) budget decisions.
4. Amend the Strategic Plan as necessary to ensure that the Department can meet the needs of coming changes in the county.

STRATEGY 2: Ensure effective and regular communications throughout the organization.

Action Steps:

1. Provide Commission and Director reports regularly through the Fire and Rescue Association.
2. Create a plan to communicate regularly to volunteer and career staff.
3. Develop a Clarke County Fire and EMS website to post all protocols, Standard Operating Guidance (SOG), meeting announcements, training opportunities on the Clarke County Fire and EMS website.

STRATEGY 3: Clarify the roles and responsibilities of all leadership positions.

Action Step:

1. Develop a consistent rank structure throughout the Department.
2. Clearly define and communicate the organizational structure of the Department, including reporting relationships.
3. Define the roles and responsibilities, required training, and certification for each leadership position, document them, and ensure accountability for what is achieved.
4. Ensure the accuracy of the job descriptions for all career staff and perform yearly evaluations in accordance with County policy.

GOAL 2 – Fire and EMS Operations

To provide excellent Fire and Emergency Medical Services through the proper level of care and timeliness of service, 24 hours a day and seven days a week.

STRATEGY 1: Ensure that sufficient staff is available to have timely and effective response to fire and EMS calls.

Action Steps:

1. Standardize duty crews across all volunteer companies.
2. Use IAMRESPONDING or similar electronic templates across the Department.
3. Develop a plan for adequate housing at all volunteer stations to facilitate 24/7 coverage.
4. Ensure that apparatus are consistently responding fully staffed according to the County's apparatus staffing SOG.

STRATEGY 2: Ensure that standards, protocols and procedures are comprehensive, accessible and effective.

Action Steps:

1. Establish Department response and performance goals and use them to annually evaluate the Department's performance. Strive to manage all Fire and EMS response in accordance with national and State standards (NFPA, OEMS), where appropriate.
2. Review and standardize SOPs across the Department where appropriate, and publish those documents on a county website.
3. Review standardized dispatch protocols among the Director, the Fire and Rescue Association and the Volunteer Company leadership, annually or more often if needed.
4. Ensure that Mutual Aid Memorandums of Understanding with jurisdictions are in place and evaluated regularly, or as needed.
5. Ensure that Mutual Aid Memorandums of Understanding with County Volunteer Companies are in place and evaluated regularly, or as needed.

GOAL 2 – Fire and EMS Operations

To provide excellent Fire and Emergency Medical Services, i.e., the proper level of care and timeliness of service, 24 hours a day and seven days a week.

STRATEGY 3: Manage Fire and EMS Operations to meet the changing needs of the community.

Action Steps:

1. Develop a paramedic in the community program in the County, in accordance with the OEMS guidance
2. Evaluate target hazards annually to identify and develop plans for incident response.

STRATEGY 4: Emergency Operations

Action Steps:

1. Define Emergency Operation Procedure (EOP) which bring together all departments (Police, Public Works, Fire and EMS, Dispatch, Public Health, etc.). Within the plan, include resource lists, training lists, etc.
2. Hold joint training regularly with all entities in the plan to ensure understanding of the plan, specifically individual roles and responsibilities, and critical communications processes.



GOAL 3 – Recruitment and Retention

To ensure that we have diverse corps of volunteers in the Fire and EMS Department to remain a predominantly volunteer Department.

STRATEGY 1: Develop an effective recruitment program.

Action Steps:

1. Review sources of recruitment and updated annually, and make plans to reach out to new target communities.
2. Standardize and centralize the application process.
3. Develop a cadet program for the schools.
4. Define standards for a “live-in program” for interns.
5. Design a mentoring program for new recruits.

STRATEGY 2: Develop an effective retention program.

Action Steps:

1. Put an updated incentive program in place for volunteers.
2. Engage volunteers to identify incentives that they feel would helpful in retaining active volunteers.
3. Evaluate programs to retain career staff.
4. Develop mechanism to track members who leave the service or discontinue running calls to assess reasons.



GOAL 4 – Resource Management

To maintain quality equipment, apparatus, facilities; to ensure state-of-the-art technology to meet the mission of the Department; and to guarantee that the Fire and EMS Service is fiscally sound and practices best financial management practices.

STRATEGY 1: Budgeting

Action Steps:

1. Develop a yearly budget to meet the needs of the overall Department.
2. Focus Fee for Service (FFS) income to increase the Department's effectiveness toward strategic goals.

STRATEGY 2: Purchasing

Action Steps:

1. Develop a long-term major equipment and apparatus purchasing plan.
2. Develop a long-term capital facilities plan.
3. Develop a comprehensive life-cycle replacement schedule for personal protective gear and other equipment.
4. Implement cost savings options through standardization and consolidated purchase of the Department's needs such as fuel, insurance, equipment, etc.
5. Use County Procurement Policies when feasible, to maximize cost savings while ensuring state-of-the art equipment purchases.

STRATEGY 3: Technology

Action Steps:

1. Appoint a joint sub-committee with the Sheriff's Office to review and recommend new dispatch, communication, and data collection technology.
2. Evaluate the needs for and cost-effective options for additional IT support.
3. Equip all fire and EMS equipment with Mobile Data Terminals (MDT).
4. Enable Text 911 (regionally).

GOAL 5 – Health and Safety

To provide for the health and safety of all Department employees and volunteers.

STRATEGY 1: Ensure the health and safety of all volunteers and career staff.

Action Steps:

1. Develop a wellness program that addresses both physical and mental fitness.



GOAL 6 – Employee Development

To ensure a well-trained and qualified workforce that is proficient in state-of-the-art Fire and EMS skills; and to ensure that training opportunities meet the needs of a volunteer workforce.

STRATEGY 1: Develop a comprehensive training model for all department employees

Action Steps:

1. Standardize training and certification requirements across the Department for all positions.
2. Develop and document standardized prerequisite training for ride-alongs.
3. Schedule quarterly joint company skills-drills within the County.
4. Document both career and volunteer training on a departmental database.
5. Analyze current skill sets and identify areas for new training and cross-training.
6. Evaluate the effectiveness of training delivery.

STRATEGY 2: Deliver training that is effective, efficient, and accessible.

Action Steps:

1. Develop an incentive plan to encourage Fire and EMS Personnel to become instructors.
2. Identify opportunities for joint training with other jurisdictions.
3. Develop standard procedures for announcing training programs through the county website and through the Fire and Rescue Association.



GOAL 7 – Community Outreach and Partnerships

To increase community awareness of Fire and EMS operations to gain support and encourage citizen involvement.

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 Steps:

1. Conduct community surveys to identify community priorities and concerns.
2. Use websites, town hall meetings, the chamber of commerce, social media, etc. to maintain regular connections with all stakeholders.

STRATEGY 2: Develop community awareness of Fire and EMS Operations and build community support for Fire and EMS operations.

Action Steps:

1. Develop a community outreach plan to include regular Department participation at neighborhood and community meetings.
2. Develop and implement a program for career staff to address Community service needs in the community for non-call times.

STRATEGY 3: Cultivate partnerships to support Department services.

Action Steps:

1. Evaluate current partnerships and evaluate opportunities to improve effectiveness.
2. Establish regular, frequent communications with partner agencies.
3. Create new partnerships where mutually beneficial
4. Utilize partnerships to solve problems, expand services, and inform decision making.

PLAN IMPLEMENTATION

Full implementation of the plan will follow the formal acceptance of the plan by the Board of Supervisors. The Plan will be presented to the Board in September of 2015.

Once finalized, responsibility to frame the Strategic Plan into annual performance plans will rest with the Director of Fire and EMS with support from the Commission for Fire, EMS and Emergency Management.

The Commission will review progress toward the goals set forward in the plan on a yearly basis, or sooner as needed.



Appendix 1: Commission Members

STRATEGIC PLANNING COMMISSION MEMBERS

Bryan Conrad - Citizen at Large, Co. 4 – EMT-Intermediate, Past Fire Chief

Frank Davis - Director of Clarke County Fire, EMS and Emergency Management

Matt Hoff - EMS Representative, Clarke County Fire and Rescue Association

Elizabeth Leffel - Citizen at large

Anthony Roper - Clarke County Sheriff

Laure Wallace – Chair, Citizen at large

David Weiss - Board of Supervisors Representative

Jacob White - Fire Representative, Clarke County Fire and Rescue Association

Appendix 2: Acknowledgements

This report would not have been possible without the thoughtful contributions from so many people and organizations.

First, we would like to thank the volunteer and career Fire and EMS staff who give so much to this County and provided us with thoughtful comments, ideas and reviews throughout this process.

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Appendix 3: List of Charts

Chart 1: Organizational Chart for the Clarke County Department of Fire, EMS and Emergency Management

Chart 2: County Fire and EMS Budget by Funding Source

Chart 3: Call Volumes in 2014

Chart 4: Pie Chart Showing Distribution of EMS Skills levels for FT and PT Career Staff

Chart 5: Distribution of Volunteer Staff by EMS Level

Chart 6 – Total Number Vounteers with Firefighter 1 or 2 Certifications

Chart 7: Graphic of Strategic Planning Process

Appendix 4: Glossary of Acronyms

ALS – Advanced Life Support
BLS – Basic Life Support
BOS – Board of Supervisors
EMS – Emergency Medical Services
EMT B – Emergency Medical Technician, Basic
EMT EN – Emergency Medical Technician, Enhanced
EMT I – Emergency Medical Technician, Intermediate
EMT P – Emergency Medical Technician, Paramedic
FF – Firefighter
FF1 – Firefighter Level 1
FF2 – Firefighter Level 2
FFS – Fee for Service
FEMA – Federal Emergency Management Agency
MDT – Mobile Data Terminals
MVA – Motor Vehicle Accident
OMD – Operating Medical Director
SOG – Standard Operating Guidance
SWOT – Strengths, Weaknesses, Opportunities and Threats
VA OEMS – Virginia Office of Emergency Medical Services
VD FP – Virginia Department of Fire Programs

Ensuring Our Future and Theirs!

