

CLARKE COUNTY DEPARTMENT OF FIRE, EMS, AND EMERGENCY MANAGEMENT

EVALUATION OF PROGRESS ON 5-YEAR STRATEGIC PLAN

Clarke County Department of Fire, EMS and Emergency Management was officially established in of 2014. The newly established Fire, EMS and Emergency Management Commission was convened on October 16th of 2014. The first action taken by the Commission was the development of a 5-Year Strategic Plan for the new Department.

The Strategic Plan was officially adopted in Sept of 2015. The first annual plan based on the Strategic Plan was completed in July of 2016 for the 2016 fiscal year, but work on the Strategic Plan elements began as soon as the plan was adopted in Sept. of 2015.

The following set of tables shows the specific accomplishments of the Department on Strategic Plan actions steps from the inception of the plan through July 2016.

The entirety of the plan is show in the tables below. Action steps, shown in tabular form, will be marked as Completed if it is a one-time action that has been finished; In-Development if action has been started but has not been fully implemented or completed, or Completed/On-Going if the action has been initiated and will be an on-going action each year. Notes will be added as appropriate. Action steps that have not been initiated will be left blank.

Those actions that are in the Fiscal Year 2016 Plan will be noted as 2016/2017.



Ensuring Our Future, And Theirs

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.

<p>1. Develop a Strategic Fire and EMS Plan with performance goals and quantifiable objective data on the Department's performance.</p>	<p>COMPLETED – The 5-Year Strategic Plan for the Clarke County Fire, EMS and Emergency Management Department was completed in September of 2015. The first annual plan based on the Strategic Plan was completed in July of 2016.</p>
<p>2. Provide yearly evaluation of the Department against established response time metrics and the level of care.</p>	<p>IN DEVELOPMENT - The Commission developed system performance metrics for in November of 2015 to help evaluate the success of overall strategic changes to the system. Initial evaluation of performance will be based on the 2015/2016 fiscal year and will be used as the baseline for future performance. Evaluation of the 2015/2016 fiscal year is in progress.</p>
<p>3. Use the Strategic Plan to guide Board of Supervisors (BOS) budget decisions.</p>	<p>COMPLETED/ON-GOING – The plan was used in 2016 to frame the Department's budget requests for 2016/2017. Based on assessment of the budgetary process for the 2016/2017, the Commission will be initiating earlier discussions with the Director to ensure a more comprehensive review and discussions for the 2017/18 budget process starting in the fall of 2016.</p>
<p>4. Amend the Strategic Plan as necessary to ensure that the Department can meet the needs of coming changes in the county.</p>	<p>No action required at this time.</p>

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

<p>1. Provide Commission and Director reports regularly through the Clarke County Fire and Rescue Association (CCFRA).</p>	<p>COMPLETED/ON-GOING – Reports are provided monthly to the Commission and regularly to CCFRA.</p>
<p>2. Create a plan to communicate regularly to volunteer and career staff.</p>	<p>IN DEVELOPMENT– The plan is in draft stage for review and approval by the Commission. For review by the Commission in August of 2016.</p>
<p>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.</p>	<p>2016/2017 -- There are two issues to be address in order to move forward with this initiative, cost and some legal concerns within the state. Because it is the framework for so much of our communication needs, our expectation is that the website will be developed in the next year upon review of legal issues that have emerged with Fire and EMS websites.</p>

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

1. Develop a consistent rank structure throughout the Department.	
2. Clearly define and communicate the organizational structure of the Department, including reporting relationships.	COMPLETED – Final organizational structure completed as part of the 5-Year Strategic Plan, outlining reporting relationships throughout the Department.
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.	COMPLETED AND IN DEVELOPMENT: Job Description have reviewed and approved. The 5 full time staff will be evaluated by early Sept.

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.

1. Standardize duty crews across all volunteer companies.	
2. Use IAMRESPONDING or similar electronic templates across the Department.	2016/2017 – The Director has been working with Volunteer Companies and Dispatch to improve the process of using IAMRESPONDING. Buy-in by Volunteer Companies is proving to be difficult even when they are available for calls. This is an initiative that might be improved by targeted incentives.
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.

<p>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.</p>	<p>COMPLETED – The performance goals are set and are being evaluated monthly by the Director to track system performance.</p>
<p>2. Review and standardize SOPs across the Department where appropriate, and publish those documents on a county website.</p>	<p>IN-DEVELOPMENT – The Department is using the terminology of SOG (Standard Operating Guidance). Guidance has been developed on the process of writing SOGs for the Department and a list of critical SOGs to be written in 2016/2017 has been developed.</p>
<p>3. Review standardized dispatch protocols among the Director, the Fire and Rescue Association and the Volunteer Company leadership, annually or more often if needed.</p>	<p>ON-GOING</p>
<p>4. Ensure that Mutual Aid Memorandums of Understanding with jurisdictions are in place and evaluated regularly, or as needed.</p>	<p>IN DEVELOPMENT - 2016/2017: Some of the Mutual Aid Agreements have been reviewed. Full review will be completed in 2016/2017 fiscal year.</p>
<p>5. Ensure that Memorandums of Understanding with County Volunteer Companies are in place and evaluated regularly, or as needed.</p>	<p>COMPLETED/ON-GOING – A Mutual Aid Agreement was established and signed off on by all county volunteer companies.</p>

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

<p>1. Develop a paramedic in the community program in the County, in accordance with the OEMS guidance</p>	<p>2016/2017 – This is a proposed action for the current fiscal year. Completion of this action will require approval at the State level and by the Operating Medical Director.</p>
<p>2. Evaluate target hazards annually to identify and develop plans for incident response.</p>	<p>2016/2017 – Initial and updated evaluation of sites and pre-incident plans for all identified target hazards will be completed during this fiscal year.</p>

STRATEGY 4: Emergency Operations

<p>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.</p>	
<p>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.</p>	

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.

<p>1. Review sources of recruitment and update annually, and make plans to reach out to new target communities.</p>	<p>IN DEVELOPMENT – Clarke County has joined a new initiative, spearheaded by Loudon County, for recruitment through media sources. In addition, the County continues to participate in the initiatives of the Winchester, Frederick County, Recruitment and Retention Program. Local recruitment efforts include having the career staff do blood pressure checks during months at local businesses, recruitment at the county fair, etc.</p>
<p>2. Standardize and centralize the application process.</p>	<p>WAITING ON WEBSITE DEVELOPMENT: Applications for all three Volunteer Companies are available at every station as an interim step.</p>
<p>3. Develop a cadet program for the schools.</p>	<p>IN DEVELOPMENT – Initial meetings have been held with the Principal of Clarke County High School to develop a cadet program. The plan is for students to be able to take Fire and EMS classes in lieu of regular classes. Classes would be given during school hours. This action is dependent upon volunteers within the system to oversee this process.</p>
<p>4. Define standards for a “live-in program” for interns.</p>	
<p>5. Design a mentoring program for new recruits.</p>	

STRATEGY 2: Develop an effective retention program.

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

<p>1. Develop a yearly budget to meet the needs of the overall Department.</p>	<p>COMPLETED/ON-GOING – Completed in February of 2016 using the Strategic Plan for guidance and identifying the specific uses of Fee for Service funds. Additional and earlier steps to review the comprehensive budget initiative will be undertaken in for the 2017/2018 budget.</p>
<p>2. Focus Fee for Service (FFS) income to increase the Department’s effectiveness toward strategic goals.</p>	<p>ONGOING – Development of FFS program completed and resulting in about \$350,000 in income during the first year. This money has been used to support the position of the Director to coordinate Departmental activities, a ½ time staff member to manage the FFS program, centralized payment of the Volunteer Company Insurance Program which puts funds back into the Volunteer Companies, and a second PT career person to increase call performance.</p>

STRATEGY 2: Purchasing

1. Develop a long-term major equipment and apparatus purchasing plan.	COMPLETE – A draft was presented to the Commission in July of 2016.
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.	IN DEVELOPMENT: Volunteer Company Insurance has been consolidated into one program and paid for through FFS funds. This meant the individual companies did not have to use their company budgets to pay for this service. The new program should be in place by Sept. 1. A joint hose, ladder and pump testing initiative is also in the planning stages.
5. Use County Procurement Policies when feasible, to maximize cost savings while ensuring state-of-the art equipment purchases.	ON-GOING – In 2016, the Department consolidated and paid for insurance for volunteer companies using income from the Fee for Service Program. Consolidation helped to lower the cost of this expense.

STRATEGY 3: Technology

1. Appoint a joint sub-committee with the Sheriff's Office to review and recommend new dispatch, communication, and data collection technology.	COMPLETED/ON-GOING – A technology committee was established in 2016 to address the joint technology needs of the Sheriff's Office and the Department of Fire and EMS around dispatch services.
2. Evaluate the needs for and cost-effective options for additional IT support.	2016/2017
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.

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

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.	IN-DEVELOPMENT - Regular trainings began in 2015. This was an action turned over to the Volunteer Chiefs for implementation. As a result there have only been two joint trainings. The Director may need to take the lead on this action step to help establish the necessity for this regular activity.
4. Document both career and volunteer training on a departmental database.	2016/2017 - This is an action step for the current fiscal year.
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.

1. Develop an incentive plan to encourage Fire and EMS Personnel to become instructors.	
2. Identify opportunities for joint training with other jurisdictions.	ON-GOING - Information on joint training opportunities is provided through the VA Emergency Managers meeting attended by the Director and through training bulletins from surrounding jurisdictions.
3. Develop standard procedures for announcing training programs through the county website and through the Fire and Rescue Association.	IN-DEVELOPMENT – Currently, announcements are posted at the stations and through email (the major way of communication).

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.

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.	IN-DEVELOPMENT – Director has attended at least 20 community organizations to connect with County stakeholders and is in regular communication with the media to share information about the Department. Use of the County website is ongoing while awaiting website development.

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

1. Develop a community outreach plan to include regular Department participation at neighborhood and community meetings.	IN DEVELOPMENT – This is included in the draft Communications Plan that will be presented to the Commission for review in August.
2. Develop and implement a program for career staff to address Community service needs in the community for non-call times.	IN DEVELOPMENT – Initially career staff will be reaching out to the public through blood pressure screening initiatives at local business. A plan is not yet in place but this is the beginning of actions to get the career staff out into the community.

STRATEGY 3: Cultivate partnerships to support Department services.

1. Evaluate current partnerships and evaluate opportunities to improve effectiveness.	
2. Establish regular, frequent communications with partner agencies.	COMPLETED/ON-GOING - This is addressed through attendance at the VA Emergency Managers meetings held monthly in Winchester, VA.
3. Create new partnerships where mutually beneficial	
4. Utilize partnerships to solve problems, expand services, and inform decision making.	

