



Emergency Services  
Consulting International

# Loudoun County Combined Fire Rescue System



## Strategic Plan 2015

April 2015

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# Strategic Planning History

- 2005 – Initial Strategic Plan Developed and Implemented
- July 2, 2014 – Formation of the Loudoun County Combined Fire Rescue System (LC-CFRS)
  - Executive Committee
  - Fire and Rescue System Chief Established
  - Department of Fire, Rescue and Emergency Management (DFREM)
  - Strategic Planning Process Framework Developed
- October 2014 – Executive Committee Retreat
- December 2014 – LC-CFRS Leadership Retreat
- April 2015 – Strategic Plan Roll Out to the BOS and LC-CFRS



# Strategic Planning Elements

- Executive Committee Retreat
  - Mission
  - Vision
  - Values
  - Policy Initiatives
- LC-CFRS Participant Retreat
  - Validation of Mission, Vision, Values and Policy Initiatives
  - Goals
  - Objectives
- System Prioritization Survey
- Strategic Plan Roll Out and Implementation



# Strategic Planning Team

- Fire and Rescue System Chief
- Company Chiefs
- Deputy Chiefs
- Assistant/Battalion Chiefs
- Company Officers
- Administrative, Emergency Management
- Emergency Medical Services and Medical Control Leadership
- Dispatch Management



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## 3 – 5 Year Strategic Plan

- Plan reflects our change/evolution to a combination combined fire rescue system
- Plan is responsive to input received from employees and the community
- Plan addresses administrative, financial and operational impacts on the organization
- Plan is opportunity focused
- Plan is results and accountability-oriented
- Plan provides employees an opportunity for ongoing input
- Strategic Plan will be presented in draft form pending Board approval



# Feedback and Strategic Plan Themes

## Internal

- **Strength:** Pride in organization
- **Opportunity:** Need to develop policies and procedures, and increase communication to function as a large system

## External

- **Strength:** Held in high regard
- **Strength:** Impressed by scope and level of services
- **Opportunity:** Increased communication and integrations from the LC-CFRS with the community

## Threats

- Economic hardship and unplanned or uncoordinated growth



# Strategic Plan Foundation

- Mission Statement
- System Vision
- System Values
- System Chief Vision Statements



# LC-CFRS Strategic Plan Initiatives

- Eleven Key Initiatives
  - Communication
  - Diversity
  - Financial Sustainability
  - Marketing and Outreach
  - Mechanisms to Build Trust
  - Member Recruitment and Retention
  - Organizational Development
  - Professional Development
  - Safety and Wellness
  - Service Delivery
  - Training



# 2015 Strategic Plan LC-CFRS Priorities

## Survey Validated Top Ten Priorities:

1. Effective Communication (Reaching Appropriate Stakeholder) will be a Core Value of the System (Behavior)
2. Create and Implement a System Wide Process for Development and Implementation of Policies
3. Establish Minimum Qualifications and Training for Positions
4. Retain and Develop Current System Members
5. Provide Responsible Leadership Continually



# 2015 Strategic Plan LC-CFRS Priorities

Survey Validated Top Ten Priorities:

6. Provide Timely and Adequate Communication
7. Improve Behavioral Health for System Members
8. Build a Philosophy of Transparency Among System Members
9. Ensure Clarity and Consistency Within the System.
10. Identify and Address Gaps in Heavy Rescue Service Delivery.



# Next Steps

- Strategic Plan Roll Out and Presentation to the System and Communities Served
- Establish Program Management Lead and Program Management Tracking System
- Establish specific work groups and resource with volunteer and career members
- Plan for Program updates and adjustments to ensure continuity of effort.



# Discussion

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