

Loudoun County Vol. Rescue Squad

Strategic Plan – 2015- 2020

Mission

“To establish, train and maintain emergency medical and rescue services that will fulfill the needs of the Town of Leesburg, Virginia and surrounding communities”

Common Vision

The LCVRS offers a wide variety of skill sets and professional experiences in a critical area of volunteer support to the people of Loudoun County, Virginia. The efforts of the LCVRS are designed to enhance the Quality of Life of the combined citizenry by delivering a high level of care to those in a moment of emergency need.

The LCVRS has earned a top reputation over the years. Building on this success, the Leadership is committed to further enhancing the group’s internal capabilities through focused planning, development and training.

To achieve this end the group will:

1. Adjust the planning methods and plan management sequence followed throughout the year, following a formal calendar process.
2. Fully learn of the ways of other similar entities, particularly as regards fully effective administration of all aspects of the Service.
3. Enhance the Service’s recruitment, training and retention practices
4. Assure the continuance of a solid financial base to all efforts

All aspects of this plan will be carried forward within a culture of camaraderie reflected in all aspects of our conduct of relationships within LCVRS and among peer professionals both within and beyond Loudoun County, Virginia.

GOALS 2015 – 2020

- 1. MEMBERSHIP: (Steady Growth / Enhanced Recruitment & Retention Practices)**
- 2. LEADERSHIP: (Shift / Enhance / Develop)**
- 3. COMMUNICATION: (Open / Calendar Driven)**
- 4. COLLABORATION: (Alliances / Interaction)**
- 5. LOGISTICS / INFRASTRUCTURE: (Planning / Methods / Funding)**
- 6. CULTURE: (Professionalism / Systems / Camaraderie)**

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OBJECTIVES 2015 – 2020

I. MEMBERSHIP:

Obj. 1.1 Identify and implement activities to promote cohesiveness of the LCVRS members.

Obj. 1.2 Establish clear expectations that create and sustain a culture of accountability with positive vision and ethics.

Obj. 1.3 Develop a recruitment program to be utilized to recruit new member using all forms of media.

Obj. 1.4 Develop programs to motivate and retain members

II. LEADERSHIP:

Obj. 2.1 Develop and implement policies (governance) so that each crew shift operates in a consistent manner.

Initiative 2.1 A. Research and implement best practices for leading non-profit / volunteer organizations.

Initiative 2.1 B Develop an administrative and operational organizational chart along with description of positions.

Initiative 2.1 C Gather management and governance information from other national non-profits.

Obj. 2.2 Update the company's mission statement to concur with the company's primary objectives.

Obj. 2.3 Personal development through systematic / permanently rolling training

Obj. 2.4 Adopt a planning initiative template for all group objectives

III. COMMUNICATION:

Obj. 3.1 Develop a means of internal communications method for members of LCVRS

Obj. 3.2 Develop tools or programs to enhance team building, and teamwork for the company.

Obj. 3.3 More transparency of leadership and organization as a whole

Obj. 3.4 Establish a rolling calendar process for all ongoing initiatives

IV. COLLABORATION:

Obj. 4.1 More integration of teamwork with career staff

Initiative 4.1 A Develop planning strategies to incorporate goals and milestones.

Initiative 4.1 B Promote and participate in collaborative activities between LCVRS and career staff.

Obj. 4.2 Provide a liaison process with other fire, rescue companies, The Town of Leesburg and County of Loudoun.

Initiative 4.2 A Rolling facilitation from TRG

Obj. 4.3 Develop cooperative external partnerships in support of LCVRS goals and objectives.

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V. LOGISTICS / INFRASTRUCTURE:

Obj. 5.1 Develop and implement policies or governances for conducting meetings, and planning.

Obj. 5.2 Systematically determine ongoing impact of Funding Adjustments

Obj. 5.3 Capital / facility advancement planning on a rolling basis

a. e.g. Space issues

b. e.g. New facility issue

Obj. 5.4 Determine training needs as it relates to LCVRS current equipment, and to achieve competencies.

VI. CULTURE:

Obj. 6.1 Establish a process for new members to assist in guiding them through initial training, policies and procedures, including mentoring.

Obj. 6.2 Improve LCVRS presence and community involvement through events and stand-bys.

Obj. 6.3 Improve recognition of accomplishments

Obj. 6.4 Develop leadership training program to development, improve and foster leaders within LCVRS.

Obj. 6.5 Develop and implement a Code of Conduct for all members of LCVRS.

Obj. 6.6 Systematic / Calendar-driven financial review and report

Obj. 6.7 Identify reporting requirements, analyze available software options, and assemble team to implement system.

Obj. 6.8 Constitution and other major documents adjusted as needed to reflect Strategic Intentions

GUIDING PRINCIPLES FOR PLAN MANAGEMENT:

1. **IN WRITING:** All aspects of the successful plan will be written for review over time
2. **CALENDAR:** The working sequence to be managed on a pledged and timed basis throughout the year
3. **“TWO SETS OF EYES”:** All aspects of the plan Goals, Objectives and Initiatives will be established and reviewed for practicality, commitment and accomplishment by multiple leaders over time

WORKING SEQUENCE:

1. Distributed to Planning Team by COB 11/17/2014
2. Comments / suggestions returned by 11/25/2014 (Critical or Significant in nature only)
3. Revised draft to Team by 11/28/2014
4. Open Leadership Training Parts 1 and 2 the evenings of 12/8/2014 and 12/15/2014
5. Team “Review of Draft Plan” session prior to YE 2014
6. Distributed to BoD prior to 1/10/2015 together with draft of Orientation Guidelines TBD
7. BoD review at opening 2015 BoD Session accomplished
8. Subsequent release to General Membership for adoption vote (Accomplished Feb.2015)

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GLOSSARY:

1. **MISSION:** A concise statement of the purpose for the Group's existence with an indication of primary value to the Group within the Group's World
2. **VISION:** A clear expression of where the Plan will take the Group
3. **GOALS:** Broad scale outcomes to be accomplished through the Plan
4. **OBJECTIVES:** Measurable large-scale results sought
5. **INITIATIVES:** Primary steps to achieve the Objectives
6. **CALENDAR:** The sequence of activity to assure successful management of the Plan
7. **RECRUITMENT:** Actively securing new Members on an ongoing basis
8. **RETENTION:** The ongoing result of Initiatives designed to satisfy the Membership as to the value of continued participation