VISION

Striving to be a nationally recognized leader in serving Virginia’s First Responder community through training, networking, leadership and advocacy.

VALUES

Integrity – Building trust through honesty and ethics
Quality – Providing excellence in our training and service
Respect – Treating each other with dignity and decency
Diversity – Being open and accessible to all

Collaboration – Cultivating partnerships with all First Responders
Accountability – Fiscal responsibility and honoring our commitments
Innovation – Meeting the ever changing demands of First Responders

STRATEGIC GOALS

Strengthen and Unify Communication
Promote Leadership and Accountability
Achieve Training Excellence
Promote needed Change
Enhance Member Services
Be Fiscally Responsible

STRATEGIC INITIATIVES

1. Strengthen our unified message.
2. Maximize use of available means.
3. Improve and strengthen our communication network.
4. Invest in progressive marketing.
5. Increase frequency.

1. Require leadership training.
2. Recruit and cultivate exceptional leadership.
3. Increase leadership accountability.
4. Invest in future ideas.
5. Develop mentorship and internship opportunities.

1. Recruit and retain exceptional trainers.
2. Strengthen instructor network.
3. Restructure chain of command for instructors.
4. Develop courses that meet our needs.
5. Initiate routine course review.
6. Increase opportunities for cross discipline training.
7. Invest in technology and equipment.

1. Review Board Governance
2. Develop organizational structure.
3. Align bylaws to meet the needs of the organization.
4. Align staff resources to meet the needs of the organization.
5. Improve district organization.
6. Evaluate branding and state image.
7. Invest in technology to better serve our members.

1. Improve agency recruitment and retention.
2. Developing and improving youth recruitment and programs.
3. Identify available member resources.
4. Identify training needs of members.
5. Evaluate current membership structure.

1. Develop financial policies and procedures.
2. Identify alternate funding.
3. Review and evaluate death benefits plan.
4. Provide financial training.
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<th>STRATEGIC ACTION ITEMS</th>
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| 1. Develop a plan to define our unified message and then communicate it internally and externally.  
2. Develop a plan to communicate messages through social media, print, and online resources to develop communication consistency.  
3. Define our audiences and we want to communicate to them.  
4. Researching marketing opportunities that are beyond what we are currently doing.  
5. Create data points to evaluate frequency and reach. |
| 1. Develop a leadership training program.  
2. Set policies for leadership training.  
3. Set policy on nomination credentials for all officers.  
4. Develop an accountability system.  
5. Develop a plan for internship/mentorship opportunities. |
| 1. Develop a plan to recruit and retain instructors.  
2. Re-writing instructor policies and align with current practices.  
3. Develop quality improvement for training programs.  
4. Restructure and change chain of command for instructors.  
5. Develop a training committee to address the training needs of the organization.  
6. Make a concerted effort to reach out and build relationships and training opportunities with DFP, VSFA, and other EMS agencies.  
7. Identify online training opportunities to better our training resources.  
8. Develop a plan for inventory and replacement of equipment. |
| 1. Align Article of Incorporation, Bylaws and organizational changes.  
2. Identify the needs, focus and direction of the organization and align our staff resources to meet them.  
3. Address District Restructuring and District meeting issues. Look at possible regional trainings and meetings.  
4. Evaluate rebranding and name change.  
5. Look into shared data base that provides more feedback and function for our members to interact with. |
| 1. Develop a canned program for recruitment and retention.  
2. Develop youth component to our programs. (i.e. - training, Jr. Squads, membership, explorer program)  
3. Work to create a positive culture and environment.  
4. Communicate the resources that are available and benefit our members.  
5. Ensure that membership committee is meeting and membership goals are being met.  
6. Determine what needs or membership benefits organizations that are not members want.  
7. Evaluate current membership structure. |
| 1. Establish policy and procedures for finances.  
2. Assess and evaluate financial processes and budget management.  
3. Diversify and improve our revenue streams.  
4. Setup and identify funds for capitol fund replacement. |