

### Chapter 9a – The Public Safety and Health Services Plan

#### Public Safety and Health Services Goals

The Public Safety and Health Services chapter focuses on providing assurance that vital public services will be provided for the county's rapidly growing population. These services include: public safety, health care, and public health. Each of these service areas is impacted by the growth that is occurring in Berkeley County and they are part of the growth management plan. The goals of the Public Safety and Health Services Plan are to:

- Assure that county residents and businesses receive public safety services that are efficient in response time and fiscally responsive.
- Assure access to adequate health care and wellness services.
- Assure access to the county's public health services and human resources.

#### Public Safety and Health Services Profile Summary

The purpose of this profile is to provide an inventory of existing public and quasi-public facilities and services in Berkeley County. The significance of community facilities is critical in assessing needed improvements to serve current and future development. The various Community Facilities Maps are found in the Appendices.

#### Public Safety Profile

##### Deputies and Police Services Profile

The Berkeley County Sheriff's Department and West Virginia State Police provide police protection to the residents of the county. The Berkeley County Sheriff's Department has six divisions:

1. Patrol
2. Criminal Investigations, Major Crime, Drug, and Multiple Burglaries
3. Eastern Panhandle Task Force
4. Security
5. Animal Control
6. Civil Process-Records

As referenced in the 2006 Comprehensive Plan, patrol officers *"provide general police duties to the county of Berkeley, respond to complaints, investigate traffic collisions, enforce traffic laws, patrol for intoxicated drivers, conduct traffic safety checkpoints, conduct criminal investigation, serve criminal arrest warrants, provide crime prevention patrols, perform security checks, and police large events such as ball games, county fairs, community events, etc. In addition to these duties the patrol shifts assist in the service of court subpoenas, domestic violence orders and civil process."* The Sheriff's Department also has a bearcat armored vehicle and teams with specialties in K9, dive, water rescue, and special response services. The Department is a member of the Eastern Panhandle Drug and Violent Crimes Task Force.

The Deputy Reserve is another group of individuals who selflessly volunteer their time to patrol the county and direct traffic at special events and traffic accidents. Additional information about The Deputy Reserve and all the other services provided through the sheriff's department can be obtained through the department website, [www.sheriff.berkeleywv.org](http://www.sheriff.berkeleywv.org).

The City of Martinsburg has their own Police Department with a total of 48 officers. The department has a K9 Unit, Bicycle Patrol, a SWAT Team and a Drug and Violent Crime Task Force. The city also operates under a Community Policing Policy, which is a partnership between the police and the

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community to identify and address some of the root causes of public safety problems. The department has a Citizens Academy, a Junior Police Academy and other programs designed to meet the needs of the youth and citizens in the community. The police department website, [www.martinsburgpd.org](http://www.martinsburgpd.org), can be referenced for additional information.

Table 9-1 lists these departments that provide police protection in Berkeley County. West Virginia State Police Troop #2 patrols each of the three Eastern Panhandle Counties. Their command post is located in Charles Town in Jefferson County, with satellite facilities in Martinsburg and Berkeley Springs.

Table 9-1 Police/Sheriff's Departments Serving Berkeley County

Department	Address	Phone Number	Staff
WV State Police Troop #2	14 Trooper Dr Martinsburg, WV	304-267-7000	Approximately 18 Troopers
Berkeley County Sheriff's Department	510 S Raleigh St Martinsburg, WV	304-267-7000	The Sheriff & 61 Deputy Positions
Martinsburg	232 N Queen St., Martinsburg	304-264-2100	Police Chief & 47 Officers

Adequate staffing is the usual concern regarding police services. A policing standard of one police officer per 1,000 persons has been a yard stick used to measure police staffing levels. Berkeley County's 2010 population was 104,169 and it is estimated to have grown to 110,497 in 2014. Based upon inventory information, the City of Martinsburg Police Department and the Berkeley County Sheriff's office have about 109 officer positions between the two departments. In addition, approximately 18 West Virginia State Troopers also provide policing services to the County. Based upon this information, Berkeley County would need 110 officers to serve the 2014 estimated population of Berkeley County. It would appear that police staffing and services are sufficient for now, however, the Berkeley County Sheriff has expressed concern with these staffing parameters for the following reasons.

- The number of deputy positions in the Sheriff's Department is 62 but approximately 20 of these positions remain unfilled. According to the Sheriff, the main reason these positions remain unfilled, appears to be lack of interest from qualified candidates.
- Frequently the 48 Martinsburg City officers need to stay within the city limits, leaving the 62 Berkeley County deputy positions to serve the remainder of the county. Based upon the square miles and the population to be served additional deputies are needed to provide prompt and thorough law enforcement. Additional deputies would also place Berkeley County on the same staffing level as neighboring counties in Virginia and Maryland.
- As the County's population continues to grow police staffing levels, especially in the county need to undergo periodic review to ensure they are keeping pace with providing necessary service to the residents of Berkeley County.

### Fire and Rescue Services Profile

As of the writing of this plan, there are five volunteer fire departments in Berkeley County working out of eight different stations. These stations are listed in Table 9-2 below. All stations are staffed by a combination of career and volunteer firefighters. The Berkeley County Fire Service Board is the funding mechanism for facilities, apparatus and maintenance for all county stations. In August 2015 the board was awarded a Staffing for Adequate Fire & Emergency Response (SAFER) grant from FEMA and the Department of Homeland Security for the recruitment and retention of volunteer firefighters in Berkeley County. The Berkeley County Council provides career staffing for fire fighting, HAZMAT and water rescue. The Berkeley County Fire Service Board developed a Five-Year Strategic Plan in November of 2011. This plan and other updated documents can be accessed through the county website [www.berkeleywv.org](http://www.berkeleywv.org) and selecting the Fire Board link.

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Table 9-2 Berkeley County Fire Stations

Station Name	Address
South Berkeley Volunteer Fire and Rescue Company 20	Main Station: 8009 Winchester Avenue, Inwood Substation (Station 29): 4127 Winchester Ave, Martinsburg
Hedgesville Volunteer Fire and Rescue Company 30	Main Station: Hedgesville Road (Main Street), Hedgesville Substation: (Station 70): 3676 Mountain Lake Rd, Hedgesville
Bedington Volunteer Fire and Rescue Company 40	Main Station: 775 Bedington Road, Martinsburg Substation (Station 49): 1036 Mid-Atlantic Parkway, Martinsburg
Back Creek Valley Volunteer Fire Company 50	1922 Back Creek Rd, Hedgesville
Baker Heights Volunteer Fire Company 60	2229 Charles Town Rd, Martinsburg

The City of Martinsburg has two fire stations, Martinsburg Central Fire and Rescue and the Westphal Hose Company No. 5, which operate as a single unit. The stations are manned 24-hours a day, seven days a week, by personnel trained in emergency response and there are a total of 37 career personnel on staff. For additional information, go to [www.cityofmartinsburg.org](http://www.cityofmartinsburg.org).

### Emergency Medical Services Profile

The responsible agency for EMS delivery in Berkeley County, as designated by the County Council, is the Berkeley County Emergency Ambulance Authority. It consists of the Headquarters Office where fees are collected, insurance claims are filed, and other administrative tasks are carried out and the Field Operations Organization. The Field Operations consist of the Career Staff and three Volunteer Companies. The Career Staff operates out of six stations, South (24/7), Center (24/7), and North (24/7) and West (24/7) with additional unit 12 hours central, south, and west in Back Creek. The Career Staff maintains six ready-duty ambulances plus three spares for the Field Operations Organization. Each Career Staff Unit is staffed by a Paramedic and an EMT.

Each of the three Volunteer Companies has one ambulance that is housed at either the Company Fire hall or a Substation. The Ambulance Authority regularly transports patients to Berkeley Medical Center (Berkeley County, WV), Winchester Medical Center (Frederick County, VA) and Meritus Medical Center (Washington County, MD). According to the President of the Authority, the Authority was conceived and is managed as an emergency 911 service; however, they are being regarded more and more as a rolling Minor Acute Emergency Room. These trips cost money but may not result in billable charges.

Another key issue that the Authority and the fire departments are facing is the number of volunteers is decreasing and new residents are coming from places that provide EMS and fire services as a portion of government-furnished services. Efforts to build a viable volunteer auxiliary have been unsuccessful to date.

The Emergency Service Facilities Map in the appendices illustrates the location of all of the emergency service facilities in the county.

### Central Dispatch Profile

Berkeley County Central Dispatch currently has a total of 26 dispatcher and administrative staff positions. Of these positions, four to six of them frequently remain unfilled for various reasons. In 2012, County Council approved an increase from 26 to 36 staff positions. However, existing facility space, a total of 990 square feet for all of the Central Dispatch staff, limited the number of dispatchers that could be hired at that time. The Central Dispatch facility began renovations in 2015. When complete, the dispatchers will have 7,200 square feet of new dedicated work space. This will allow the number of dispatcher consoles to increase from 7 to 16 consoles plus 4 call taking positions. The new facility will include the following state of the art technology upgrades:

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- The existing UHF trunked radio system will be upgraded from a consulate concept (a radio in a backroom for each channel) to a direct microwave link which will expand the capabilities of the radio system.
- The CAD System will become fully integrated with the new telephone system.
- The facility will be Next Generation 911 compliant.
- The ability for mobile applications to be used by field responders. This includes CAD, mapping locations, and AVL (Automatic Vehicle Location) which will allow for the closest unit to be dispatched to an incident.

In addition to the new 7,200 square feet of dispatcher work space, the existing building will be transformed to house the administrative offices, a meeting room, bunk rooms, a full kitchen, a quiet room, and a break room, separate from the kitchen. The main equipment room will house the network servers. The entire Central Dispatch facility will be a secure facility with additional security fencing around the building. Dispatcher Services are provided 24 hours a day, 7 days and week and will continue throughout the entire renovation process.

### Homeland Security and Emergency Management Profile

The Office of Homeland Security and Emergency Management is moving to a completely renovated facility, located at the former sheriff's department on Emmett Rousch Drive. Expected completion of these renovations is by the end of 2015. According to the Berkeley County Council website, "The Berkeley County Office of Homeland Security and Emergency Management is responsible for initiating and maintaining the emergency management plan that prepares for public recovery and relieves and reduces human suffering following events of natural or manmade disasters, catastrophes, or terrorist threats for Berkeley County." This agency follows the adopted Basic Plan, called the Berkeley County Emergency Operations Plan. More information is available at [www.berkeleywv.org](http://www.berkeleywv.org).

### Hazard Mitigation Profile

The Region 9 Planning and Development Council released a Draft Hazard Mitigation Plan in 2012, which was adopted by the County Council in April 2012 and approved by FEMA in May of 2012. The plan will expire on January 9, 2017. This plan encompasses Berkeley and Morgan County and the municipalities within these counties. This document can be accessed through the county website, Office of Homeland Security and Emergency Management page, or by using the following link and clicking on the corresponding document title <http://berkeleywv.org/safety/emergency-service.cfm>.

### **Public Health Facilities and Services Profile**

#### Berkeley Medical Center Profile

Berkeley Medical Center, formerly City Hospital, is a 195-bed acute care hospital located in Martinsburg that offers a broad range of services to residents of Berkeley County. Founded in 1905, Berkeley Medical Center has undergone a number of expansions over the years, including a move to its current location in 1972. Four additional floors were added along with a major expansion of the first floor in 1982, and another expansion in 1992 including a new surgical wing, an expanded emergency department, and a consolidation of outpatient services into one area. In January 2005, a new regional health system was formed uniting Berkeley Medical Center and Jefferson Medical Center with WVU Hospitals in Morgantown under one parent corporation now known as WVU Medicine University Healthcare. In 2010, a \$33 million expansion program was launched at Berkeley Medical Center to include a new cardiac cath lab, 18-bed ICU, and 44-bed Emergency Department.

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Although residents of Berkeley County have access to hospital services in the adjoining areas of Winchester, Virginia and Hagerstown, Maryland, University Healthcare has recruited over 200 new physicians to the Eastern Panhandle and has expanded/enhanced the delivery of health services so that residents no longer have to leave the area for their health care needs. As the County's population continues to increase and as the County ages, the demand for hospital services will increase as well.

### Martinsburg Veterans Affairs Medical Center Profile

Since 1944, Martinsburg has been home to the Martinsburg VA Medical Center. This 175-acre medical center, located on Butler Avenue, treats approximately 35,000 veterans every year. According to an August 4, 2015 Herald Mail article, "The hospital is intended to have a staff of around 200 physicians, but the number is down because of recent retirements and difficulties in recruiting specialists." The article also indicated that female veterans are among the fastest-growing patient populations. The center also makes services available to more than 126,000 veterans living in 22 counties in Western Maryland, West Virginia, South Central Pennsylvania and Northwest Virginia. The Martinsburg center provides out-patient, in-patient and residential services along with many other programs and support to seven community based out-patient clinics throughout the region in Maryland, West Virginia and Virginia. Additional information and resources can be obtained on the Martinsburg Veteran Affairs Center website [www.martinsburg.va.gov/](http://www.martinsburg.va.gov/).

### Urgent Care Centers Profile

In addition to University Healthcare and the Martinsburg VA Medical Center there are six urgent care facilities located throughout the area. They are listed in Table 9-6 along with the address and type of service for each facility. The Berkeley County Health Department is also available to provide clinical services. A listing of these services is available at [www.bchealthdept.org/clinical](http://www.bchealthdept.org/clinical).

Table 9-6 Acute Care and Urgent Care Facilities in Berkeley County

Facility	Address	Type
Berkeley Medical Center	2500 Hospital Drive, Martinsburg	Acute Care Hospital
Martinsburg VA Medical Center	510 Butler Ave, Martinsburg	Veterans Hospital
Berkeley Family Medicine & Urgent Care	101 Marclely Dr, Martinsburg	Urgent Care
MedExpress Urgent Care-Martinsburg	1355 Edwin Miller Blvd, Martinsburg	Urgent Care
MedExpress Urgent Care-Martinsburg Commons	83 Retail Commons Parkway, Martinsburg	Urgent Care
Valley Health Urgent Care	97 Administrative Drive, Martinsburg	Urgent Care
University Urgent Care	Inwood Medical Building, Rt 51, Inwood	Urgent Care

### Berkeley County Health Department Profile

One agency that provides public health services to the community is the Berkeley County Health Department. The health department provides clinical services, environmental services and threat preparedness education to the citizens of Berkeley County. Clinical services include immunizations, clinics health testing and counseling. Environmental health services protects the public by ensuring the integrity of the food and water supply, neighborhood cleanliness, a hazard-free workplace, and proper disposal of waste. The threat preparedness program provides educational guides and brochures to inform the public of the steps that can be taken before an emergency occurs. As of the writing of this plan the health department is housed at two locations. However, by 2016 all health department programs will be under one roof at the new location of 122 Waverly Place in Martinsburg. Additional details regarding health department services, schedules, applications and contact information can be found at [www.bchealthdept.org](http://www.bchealthdept.org).

### Department of Health and Human Resources Profile

The West Virginia Department of Health and Human Resources is comprised of five bureaus. They are the Bureau for Behavioral Health and Health Facilities; the Bureau for Child Support Enforcement; the Bureau for Children and Families, the Bureau for Medical Services and the Bureau for Public Health. The Berkeley County DHHR Office is located at 433 Mid Atlantic Parkway, Martinsburg. This office provides Family Assistance Services, Social Services and Early Care and Education. These services cover a broad range of programs including, but not limited to, Medicaid, nutrition assistance, energy assistance, school clothing allowance, adoption, guardianship, protective services, homeless services, and child care licensing.

### Drug and Alcohol Addiction Treatment Centers Profile

Berkeley County has four centers offering services specializing in drug and alcohol addiction treatment, according to the Washington/Baltimore High Intensity Drug Trafficking Area report prepared in August 2015. Three of the four facilities provide only outpatient treatment services. The Martinsburg VA Medical Center is the only facility that provides residential or hospital inpatient treatment services in Berkeley County. The report also indicated that, of the three outpatient facilities, the Martinsburg Institute has the capacity to serve 440 outpatient treatment slots, Eastridge Health Systems can serve 2400 a year and the capacity of Behavioral Health Services of Shenandoah Valley Medical Systems could not be defined. The needs assessment section of the report states that *“Beyond the outpatient services, Berkeley County is missing the full continuum of treatment services. The need for detoxification services and residential treatment was already identified by the Governor for West Virginia’s Advisory Council on Substance Abuse. Currently, individuals in need of residential treatment are being sent to programs in Pennsylvania, Morgantown, WV or to programs in Virginia. In addition, those referrals only occur for individuals with insurance or some ability to cover the cost of treatment.”* The complete report can be accessed through the following link [http://www.journal-news.net/pdf/news/643682\\_3.pdf](http://www.journal-news.net/pdf/news/643682_3.pdf). The key findings of the HIDTA Heroin Treatment Needs Assessment for Berkeley County, West Virginia Report suggest that:

*Berkeley County would greatly benefit from continued and developed leadership to coordinate a strategic approach to addressing the heroin problem. Major recommendations to achieve the needed level of leadership include:*

- *Implementing evidence based prevention and treatment programs.*
- *Supporting the development and implementation of the proposed Recovery Center.*
- *Seeking seed money to fund the Recovery Center until such time that criminal justice system funds may be reallocated.*
- *Supporting the implementation of the new Drug Courts.*
- *Developing a system to collect the key indicators and set performance measurements.*
- *Providing prevention and treatment education.*

### **2006 Summary of Public Safety and Health Services Action Strategies**

Public safety and public health services cover the broad areas of police, fire and rescue, emergency medical, dispatch, homeland security, and healthcare facility services. As stated in the 2006 Comprehensive Plan, much of the emphasis on public health and safety has changed in the post 9/11 era. Also, natural disasters like the Derecho of June 2012 and Hurricane Sandy in October 2012 will continue to periodically threaten the area. Public safety officials are also continuing to face additional demands for more than routine public safety measures, including homeland protection and disaster

planning and management. In view of these concerns, several action strategies were proposed in the 2006 comprehensive plan that cut across the boundaries of all of the agencies mentioned above. A summary list of these action strategies is as follows:

### Staffing Strategies

- Develop arrangements to improve working relationships among police, fire and EMS organizations within the county.
- Periodically review police staffing levels to maintain a sufficient number of police officers in relation to the growing population and increase staffing, as necessary to meet current and future needs.
- Continue to monitor the number of volunteers trained and available to respond to fire calls especially during weekday mornings and afternoons. Recruit additional volunteers by providing incentives, especially to local public employees who can respond quickly to day time fire calls or look for other initiatives to garner additional volunteers including retirees who are interested in supporting the fire service.
- Increase the number of EMS crews ready to roll on demand and optimize the stationing of these crews across the county, in terms of location and time periods.
- Increase North Station EMS coverage to 24/7 as soon as possible.
- Increase EMS career staffing to 12 crews in July 2006; 14 crews in 2008 and 17 crews by 2014.

### Equipment and Facilities

- Ensure that response times are meeting emergency needs by periodically reviewing service areas and the populations served within those areas.
- Locate a new fire station in the City of Martinsburg west side.
- Continue to provide sufficient funding for the purchase of new equipment and the maintenance of existing equipment and increase ambulance services fees to cover short term and long term additional costs of an expanding system.
- Continue to move forward toward a single, integrated EMS system that supports the entire county. Maintain and operate an optimum ambulance fleet in terms of size and location.
- Institute a fourth EMS service unit to provide 24/7 coverage for high demand periods. Hire additional staff to support.
- Start building new EMS South Station in Spring 2008 and Back Creek Valley Sub-station in Fall, 2009 and acquire new EMS service units in 2010 and 2012.
- Increase overall County coverage by 2014 with coverage beginning for Back Creek Valley on 2010.
- Berkeley Medical Center will continually review the health needs of the community to expand to meet the acute care demands of a growing and aging Berkeley County.
- Develop any new medical facilities that are consistent with the Growth Management Plan of the Comprehensive Plan, for example, public and institutional uses should only be located in the county growth areas.
- Provide health care facilities that will provide services to western Berkeley County/eastern Morgan County.

### Plan Development and Training Strategies

- Ensure that police, fire and EMS have current homeland protection training.
- Provide information to county residents and officials regarding disaster planning and management.

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- Develop and update hazard mitigation plan for use throughout the county.
- Develop a county-wide emergency plan that is coordinated with law enforcement, fire services, emergency management and WV Department of Highways.

### 2016 Berkeley County Public Safety and Public Health Highlights

- Based upon staffing inventory information and 2014 population estimates, it would appear that police staffing and services are sufficient for now. However, approximately twenty of the approved deputy positions remain unfilled.
- The Berkeley County Fire Service Board developed a Five-Year Strategic Plan in November of 2011. In August 2015 the board was awarded a Staffing for Adequate Fire & Emergency Response (SAFER) grant from FEMA and the Department of Homeland Security for the recruitment and retention of volunteer firefighters in Berkeley County.
- The Berkeley County Emergency Ambulance Authority is the responsible agency for EMS delivery in Berkeley County.
- Both the Fire Service Board and the Ambulance Authority are experiencing a decrease in the number of volunteers as new residents are coming from places that provide EMS and fire services as a portion of government furnished services. Efforts to build a viable volunteer auxiliary have been unsuccessful to date.
- In 2012, County Council approved an increase in Central Dispatch staffing positions from twenty-six to thirty-six. However, existing facility space limited the number of dispatchers that could be hired at that time.
- Homeland Security and Emergency Management follows their adopted basic plan called the “Berkeley County Emergency Operations Plan.
- The Region 9 Planning and Development Council released a Draft Hazard Mitigation Plan in 2012 which was adopted by County Council and approved by FEMA later that same year.
- The Martinsburg VA Medical Center is intended to have a staff of approximately 200 physicians but the number is down due to retirements and difficulties in recruiting specialists.
- Female veterans are among the fastest growing patient populations at the Martinsburg VA Medical Center.
- The Berkeley County Health Department provides clinical services, environmental services and threat preparedness education to the citizens of Berkeley County.
- Berkeley County has four centers offering services specializing in drug and alcohol addiction treatment. However, three of the four facilities provide only outpatient treatment services.
- Beyond the outpatient services, Berkeley County is missing the full continuum of treatment services needed, including the need for detoxification services and residential treatment as identified by the Governor for West Virginia’s Advisory Council on Substance Abuse.
- A West Virginia help line for opiate addiction, 1-844-HELP4WV, was launched in September 2015. This help line is operated by First Choice Services and is funded by the state health department. A Community Services Recovery Coordinator was hired by Berkeley County in early 2016 and is continuing to work towards outlining and defining the best way to address the impacts of drug and alcohol addiction on the Berkeley County community.
- As of the writing of this plan, several facility renovation and construction projects are under way, including the Office of Emergency Management and Homeland Security, the Central Dispatch facility, the Health Department, and the South Berkeley Fire Station.

### Looking Forward to 2026

For this comprehensive plan update, the 2006 public safety and health action strategies were summarized into three main categories. They are Staffing; Equipment and Facilities; and Plan Development and Training. The action strategies were sorted into these categories based upon the tools that have been put into place, as of the writing of this plan, to respond to these strategies.

#### Staffing

In August 2015 the Berkeley County Fire Service Board was awarded a Staffing for Adequate Fire & Emergency Response (SAFER) grant from FEMA and the Department of Homeland Security for the recruitment and retention of volunteer firefighters in Berkeley County.

Recruiting and retaining qualified applicants is a universal challenge among public safety and public health agencies in Berkeley County. Collaborations between public safety and public health agencies and educational institutions throughout the region could be beneficial in expanding staffing resources within the region.

#### Equipment and Facilities

EMS station coverage is increasing and a new Central Station is planned for 2018 and new EMS service units are to be acquired in 2016 and again in 2018. New technology will be utilized by dispatch and first responders to monitor response times and ensure emergency needs are being met. Berkeley County has purchased a building to be renovated and used as a Recovery Center. This center will house a full range of rehabilitative services: substance abuse counseling, family counseling, recover support groups, job and educational counseling. The county will continue with the existing and future facility construction and renovations throughout the county.

#### Plan Development and Training

The 2011 Berkeley County Fire Service Board Five-Year Strategic Plan will need to be reviewed and updated in 2016. The 2015 Hazard Mitigation Plan will need to be evaluated and updated before expiration in January 2018. The Health Department efforts to provide information to county residents and officials regarding disaster planning management will need to continue. The Office of Homeland Security and Emergency Management will need to continue the coordination of the Berkeley County Emergency Operations Plan along with ensuring that police, fire and EMS have current homeland protection training.

A Community Recovery Services Coordinator was hired for the Recovery Center. In fall of 2016, the following goals and objectives for the Recovery Center were compiled and shared with the community:

1. Detox, Treatment and Recovery
  1. Find detox options.
  2. Seek out and find appropriate treatment options.
  3. Promote the development/expansion of services.
  4. Establish a referral system for individuals seeking help.
  5. Promote treatment and recovery success stories in our area.
  6. Improve financial accessibility to services.
2. Prevention and Intervention
  1. Expand community prevention/intervention efforts.
  2. Reduce underage drinking and drug use.
  3. Reduce babies born into an environment of addiction.
  4. Reduce the spread of blood borne pathogens through harm reduction programs.

3. Enforcement
  1. Act as an additional conduit for information that can help law enforcement efforts.
  2. Ensure drug dealers are prosecuted through the justice system.
  3. Ensure users are provided resources for treatment.
  4. Strengthen ties with U.S. Attorney's Office, Prosecutor's Office, Local Law Enforcement and Federal Law Enforcement Agencies.
4. Coordinate/Integration Services
  1. Promote collaborative partnerships between stakeholders throughout the region.
  2. Liaison with all local/regional medical facilities.
  3. Build and sustain comprehensive networks with faith-based and community organizations.
  4. Promote career opportunities for people recovering.
5. Research
  1. Centralize funding opportunities to support community revitalization, economic growth, and drug reduction efforts.
  2. Research best practices from across the country.
  3. Early problem detection/emerging threats.
  4. Conduct surveys to assess the wants/needs of a community.
6. Education
  1. Educate the public on the drug abuse/addiction/issues (children/teens/future mothers).
  2. Increase public support for various drug efforts and inform them of our successes (local forums/social media/print media, etc.).
  3. Create various substance abuse reports, policy briefs, and fact sheets.
7. Advocacy
  1. Act as a regional advocate for policy change by lobbying local, state, and federal lawmakers for resources and legislation.
  2. Promote and share ideas regionally and nationally.