Prince George Fire

2013-14 Strategic Business Plan
# Table of Contents

Section I. OVERVIEW AND CREDIT ................................................................. I-1/I-2

Section II. S.W.O.T. ANALYSIS ................................................................. II-1
  - Strengths ........................................................................................................ II-1
  - Weaknesses ................................................................................................. II-1/II-2
  - Opportunities ............................................................................................. II-2/II-3
  - Threats ......................................................................................................... II-3/II-4

Section III. VALUES’ STATEMENTS ....................................................... III-1

Section IV. MISSION STATEMENT ......................................................... IV-1

Section V. GOALS AND OBJECTIVE PERFORMANCE MEASUREMENTS ............................................................................ V-1
  - Goal 1 ........................................................................................................... V-1
  - Goal 2 ........................................................................................................... V-2
  - Goal 3 ........................................................................................................... V-2
  - Goal 4 ........................................................................................................... V-3
  - Goal 5 ........................................................................................................... V-4
  - Goal 6 ........................................................................................................... V-4

Section VI. VISION STATEMENT ............................................................. VI-1
Section I. Overview and Credit

The leadership of Prince George County commissioned several consultant studies over the years in an effort to identify ways to improve the delivery of fire and emergency medical services in the County. In each of those studies, a consistent theme was presented. For Prince George County Fire and Emergency Medical Services to truly reach its full potential, it needed a comprehensive strategic business plan to guide its decisions and actions; a single plan for all. No action was taken to address that recommendation until the beginning of 2012.

Very few fire and emergency medical service organizations across the nation have a business plan in place. To develop such a plan, requires the dedication and commitment of leadership as well as a significant amount of time and effort on behalf of the membership. The majority of organizations simply will not make the commitment and continue to operate blindly and without direction. Others may begin the process but then realize the level of commitment and effort required and discontinue the initiative. Those that are willing to follow-through represent a small percentage of organizations in our profession.

A strategic business plan serves as the blueprint for an organization. Though there may be multiple versions based on the author(s), the components are similar. In an effort to identify those areas the department excels at while weighing those we acknowledge could be improved, the team opted to use the S.W.O.T. Analysis tool which helped develop the strengths, weaknesses, opportunities, and threats of the organization. The team used these as parameters of which all decisions were made throughout the process. The team then developed value statements. We believe the strength of any organization lies with a strong foundation. The values are the glue that holds everything together and without them, no success can be obtained. Because values differ between members, we purposely developed value statements rather than simple values to establish consistency. The team then crafted our mission statement. Our focus was to keep it simple yet communicate why we exist. Goals (what we want to accomplish) and objectives (how we were going to accomplish them) were then developed. Our philosophy was to keep the number manageable and realistic – they would be achievable yet require us to stretch. To know if we accomplished anything or not, we then developed performance measurements to be used as a tool to measure our success. The team finalized the plan by developing a vision statement. The statement doesn’t speak to where we are but how we want the organization to look 3-5 years from now.
The final document represents an effort by many over a period of 1.5 years, involving many nights and weekends.

The team referred to represented each of the five fire companies and the emergency crew. The team was comprised of a cross-section of all levels in the organization so there would be perspective and input by all members throughout the dialogue. The players rotated at times and are too many to mention by name. Like so many things we do, the team didn’t put the effort forth to gain attention but to know we were part of the cutting edge of deciding our future as a unified organization flying under one banner.
Section II. S.W.O.T. Analysis

Strengths:

- Depth of Membership
  - Diversity in experience levels
  - Longevity of service
  - Number of active members
- Cooperation
  - Interagency
  - Internally
  - With Fire & EMS Administration
- Apparatus and Equipment
- Training
  - Multi-company training
  - Availability of specialized training
- Dedication of Volunteers
  - Pride amongst members
  - Professionalism of members
  - Willingness to help others
- Community Partnership
- Public Education
- Chief's Management Committee

Weaknesses:

- Facilities
  - Lack of preventative maintenance and follow-up
  - Lack of a training facility
  - Lack of future planning
    - Stations’ response times
- Communications
  - Dispatch process/procedures
  - Delay in dispatching Fire and EMS to calls
  - Lack of radio discipline
  - Lack of partnership with Emergency Communications Center Budget
  - Lack of planning: reactive vs. proactive
Weaknesses continued:

- Cumbersome procurement process
- Lack of funding to address capital needs
- Lack of funding to purchase uniforms for members

**Personnel**
- Active vs. non-active members
- Relationship between career and volunteer members
- Time commitment
- Morale
- No formal recruitment and retention efforts
- Lack of uniforms negatively impacting professionalism of Department and County

**Lack of Standard Organizational Policies and Procedures**

**Fire and EMS Administration**
- Lack of stability
- Lack of consistency

**Resistance to Change**

**Documentation**
- Pre-planning
- Records management

**Staffing**
- Promoting duty crews
- Hiring daytime personnel

Opportunities:

**Alternate Funding Sources**
- Proffers dedicated to Fire and EMS
- Standard and specialized proffers to address impact on public safety system
- Exploring grants
- EMS revenue recovery monies dedicated to Fire and EMS and not the general fund
- Explore opportunities for fire revenue recovery

**Budget**
- Workshops with Board of Supervisors and County Administrator
- Cooperative effort amongst departments
Opportunities continued:

- Succession Planning
  - Mentoring Opportunities
  - Leadership Training
- Resources
  - Use of mutual aid resources
  - Establish satellite stations
  - Regional training facility
  - Advanced/specialized training
  - Explore
- Recruitment and Retention
  - Explore volunteer incentives
  - Recruitment venues (i.e., schools, military base)
  - Uniforms as basic issued equipment for all members
- Establish Rehabilitation Unit
- Explore other volunteer opportunities
  - Support in Administration
  - Support in the Communications Center

Threats:

- Required time of members
  - Increase in training requirements
  - Too many restraints
  - Increase in call load (20% of people carrying 80% of responsibility)
  - Increase in administrative functions and other demands
- Economy/Budget
  - Diminishing revenue streams
  - Cost to members responding having a negative impact
- Lack of Succession Planning
  - Lack of formal recruitment and retention plan
  - Lack of organizational standard operating procedures
- Media
  - Liability of social media
  - Lack of marketing the organization and selling ourselves
**Threats continued:**

- Politics (county and in-house)
  - Lack of a plan
  - Constant change in Fire and EMS Administration
- Resistance to Change
Section III. Values’ Statements

Honor:
- We believe in honesty, fairness, and integrity.

Respect:
- We will embrace the diversity of others and be courteous.

Accountability:
- We will hold ourselves and all members of the organization responsible for our actions.

Integrity:
- We will conduct ourselves in a manner that will not bring discredit to the organization.

Trust:
- We will earn the trust of each other and to all we serve by fulfilling our obligations.

Compassion:
- We will be understanding to others’ feelings, needs, concerns, and striving to alleviate others’ distress.

Quality Customer Service:
- We will do everything in our ability to meet the needs of and accommodate the citizens, patrons, and visitors of Prince George County.
Section IV. Mission Statement

- To provide quality services through the dedication of our people.

“Neighbors helping neighbors”
Section V. Goals & Objective Performance Measurements

Goal #1:

- Improve Fire & EMS operation proficiency to meet NFPA 1720 standards.

Objectives:

1. Conduct hose testing and inventory on an annual basis
2. Conduct pump/ladder testing on an annual basis
3. Complete a minimum of (4) pre-plans
4. Re-establish a personnel accountability system
5. Develop and implement county-wide standard operating procedures
6. Develop and implement county-wide Incident Command procedures
7. Establish response time benchmarks

Performance Measurements:

1.1 100% compliance of companies
1.2 100% of engines, tankers, and aerials tested
1.3 Complete (4) pre-plans annually per company
1.4 Purchase a system
   1.4.1 Develop a procedure
   1.4.2 Train the membership
   1.4.3 Implement the system
1.5 Identify and implement procedures to identify the top three priority issues
1.6 Develop a procedure
   1.6.1 Train the membership
   1.6.2 Implement the system
1.7 Prioritize call types
   1.7.1 Identify geographical areas
   1.7.2 Determine minimum resources need per call type
Goal #2:

- Improve organizational business communications.

Objectives:

1. Uphold the county-wide communication policy and procedure
2. Enhance the department website
3. Publish a quarterly newsletter

Performance Measurements:

2.1 Member rating of “3” on a scale of “1-Low” to “5-High”
2.2 Member rating of “4” on a scale of “1-Low” to “5-High”
2.3 (4) newsletters published

Goal #3:

- Enhance the image of the organization and build partnerships with our stakeholders through participation in community outreach initiatives.

Objectives:

1. Be responsive to requested programs/appearances
2. Proactively seek out opportunities to provide fire education
3. Solicit customer satisfaction feedback

Performance Measurements:

3.1 Fulfill 100% of the requests
3.2 Increase our opportunities by 20% from FY2012-13
3.3 Develop and execute a customer satisfaction survey
Goal #4:

- Actively recruit and retain quality members to the organization.

Objectives:

1. Promote membership in the organization through various marketing mediums (i.e., billboards, newspapers, television spots, etc.)
2. Develop and implement an annual awards and recognition program/ceremony for our members
3. Promote the contribution of the organization to our stakeholders through various marketing mediums (i.e., banners, Fire Prevention Week, EMS Week, newspaper ads, etc.)
4. Recognize our members for their commitment and sacrifice to the organization (i.e., picnics, giveaways, etc.)

Performance Measurements:

4.1 Increase members by 20% at each company
4.2 Post procedure on department website
   4.2.1 Establish a review panel
   4.2.2 Hold an annual award ceremony
4.3 Improve documentation of time contributions
   4.3.1 Publish time contributions in County Annual Report and Quarterly Newsletter
4.4 Celebrate with a picnic for Fire Prevention Week
   4.4.1 Celebrate with a picnic for EMS Week
   4.4.2 Purchase and offer “kudos” gifts for members
Goal #5:

- Develop a comprehensive facilities plan

Objectives:

1. Establish and implement a facility preventative maintenance program
2. Develop criteria for prioritizing capital improvement projects
3. Identify repair needs of existing facilities
4. Identify the process for future facility needs

Performance Measurements:

5.1 Establish a facilities planning panel
   5.1.1 Develop a checklist of preventative maintenance issues
   5.1.2 Improve quality assurance with Buildings & Grounds
5.2 Establish a capital improvement panel to include county representative(s)
   5.2.1 Establish criteria to include timelines
   5.2.2 Develop a prioritized capital improvement list
5.3 Develop a checklist of existing repair needs

Goal #6:

- Improve Fire & EMS training opportunities.

Objectives:

1. Develop and deliver multi-company training
2. Develop county-wide training standards
3. Increase county-wide training opportunities
4. Develop county-wide scenarios

Performance Measurements:

6.1 Existing training committee to identify quarterly topics
   6.1.1 Existing training committee develop objectives for quarterly training
   6.1.2 Percentage of completed training sessions
   6.1.3 Number of companies participating
6.2 Existing training committee to identify standards by operational position
6.3 Existing training committee to develop semi-annual training topics and deliver training
6.4 Completion of (1) county-wide scenario annually
Section VI. Vision Statement

Our vision is to be a full-service professional emergency services department that other agencies admire. Every member is committed to providing excellent, citizen-valued, quality 24/7 service to the best of our ability. Our members believe we are the key assets of the organization and our attitude is that of ‘owning’ the department. We believe WE are Prince George Fire & EMS. Morale is high as we are made to feel appreciated; we invest in our members, and are committed to helping each other be successful. We attract others who want to be a part of our winning team with emphasis of hiring our own. Our philosophy is ‘quality’ over ‘quantity’ and we are continually recruiting active operational and administrative members to the organization.

We constantly surprise our customers with service that exceeds their expectations. Educating the public in our suppression, prevention, and education activities as well as marketing the value we bring to the table, has earned us the professional image we enjoy. We strive to maintain the respect of those we serve through high ethics and standards and enjoy the overwhelming support of our community. The political and financial support we receive allows us to operate with the best facilities, equipment, apparatus, and technology available. We truly are on the ‘cutting edge’ in automation, technology, and practices.

Our organizational communications have been streamlined and our members are kept well informed. Through the latest intra/inter-agency radio and computer hardware, dedicated unit dispatching, and emergency medical dispatch, we are able to utilize our resources with peak efficiency. Our dedicated career and volunteer members adhere to the highest level of training standards and are actively engaged in career development with a focus on working toward the next level.

We are proud to represent this organization-citizens serving citizens!