



POWHATAN COUNTY FIRE & RESCUE

Continuous Improvement Strategy
2017-2022

INTRODUCTION

"The relevant question is not simply what shall we do tomorrow, but rather what shall we do today in order to get ready for tomorrow. The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic." — Peter Drucker

Throughout the second half of 2017, the Powhatan County Fire & Rescue System developed a new strategic approach for the next five years. This strategic long-range plan is not intended as a substitute for an operating plan. It does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its customers, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the continuous improvement plan identifies challenges the System is facing and what it must be doing in the future to be successful. This plan is forward thinking and inclusive of stretch goals where work will begin on resource development and implementation. Consequently, the Continuous Improvement Plan implies change, doing new things, or doing more or less of current activities to ensure successful and sustainable outcomes.

The Powhatan County Fire and Rescue Department makes a unique contribution to our community. It is composed of volunteers, full-time staff, and part-time staff dedicated to providing Powhatan County citizens with quality service and rapid response. It is composed of six companies located throughout the county. Each company is unique in terms of the makeup of its people, the level of its training, and the equipment it is assigned. Together, these three factors – staffing, training, and equipment – largely determine a company's readiness to accomplish its assigned mission. Accordingly, we are committed to ensuring the Powhatan County Fire and Rescue is staffed, trained, and equipped to accomplish our mission and by identifying efficiencies, we can more effectively apply resources to address gaps.

Through this planning process we analyzed the possible impacts of national and local trends, data related to our own performance, and citizen input. Our analysis led us to the conclusion that we need to increase the consistency and quality of our service delivery by setting delivery standards in a variety of areas that effect systems and processes; increase our ability to recruit and develop our current workforce; continue to find innovative ways to work with the community to reduce risk factors; and continue to build a strong, coordinated, and comprehensive system of volunteers and paid employees.

The goals and strategies identified in this plan are meant to ensure our ability to:

- ensure that the system's services and programs are robust, rigorous, deliver quality training, and are linked to community growth
- ensure that the system is sustainable into the future.

This plan and set of strategic goals and strategies are meant to become the methodology for the system's operations. If it is successful, this process will not have yielded a plan to be placed on the shelf, but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the organization.

The four initiatives in this plan have been thoughtfully established to enhance the service levels commensurate with all hazards within the jurisdictional scope and authority set forth in the Powhatan County Code, Chapter 46: Fire Prevention and Protection, Article I: Fire and Rescue Department.

Strategic Planning Group

The strategic planning group met over a two-month period, investing approximately 150 staffing hours into the development of this document. The document development was led by Colonel (Ret) Rob McMillan, who brought his expertise in planning and strategy to the organization to develop an unbiased plan that included input from all stakeholders.

The core Strategic Planning Group consisted of the following personnel:

- Chief Steven Singer, County Fire-Rescue
- A/Chief Phil Warner, County Fire-Rescue
- Chief Carroll Smith, Fire Company 1
- Chief Taylor Goodman, Fire Company 2
- Chief Bill Donati, Jr, Fire Company 4
- Asst. Chief Troy Blair, Fire Company 2
- Asst. Chief Kenny Holy, Fire Company 3
- Asst. Chief Scott Millett, Fire Company 5
- Captain Tom Berry, Fire Company 2
- Captain Jason Cox, Rescue Squad
- Firefighter Floyd Greene, Fire Company 2
- Don Houtsma, EMS Coordinator

Our appreciation is also extended to the following members of the Powhatan County public safety community for their input on the plan:

- Patrick Schoeffel, County Fire-Rescue
- Curt Nellis, County Fire-Rescue
- Billy Gwynn, Rescue Squad
- Martha Chumney, Rescue Squad
- Cindy Gillespie, Public Safety Comm
- Joe Sposa, Recruitment
- Thomas Winbiel, Fire Company 4
- Damon Bradbury, Fire Company 1
- Bobby Smith, Fire Company 3
- Patrick Mueller, Fire Company 4
- Dylan Modlin, Fire Company 4
- Charles Fridley, Fire Company 5
- Tom Nolan, Public Safety Comm

Facilitated by: Col. Robert McMillin (ret.)

Cover art: Taylor Goodman

MISSION, VISION, AND VALUES

The agency cannot evaluate new ideas, principles, and processes without considering their impact on the citizens. It is in this vein that the department's mission, vision, and values have been carefully considered.

MISSION: Saving Lives, Saving Property, Serving the Community

VISION: To provide a properly staffed, equipped, integrated fire and rescue agency to foster public safety and rapidly respond to emergencies and other calls for service in a growing community

VALUES:

- **Integrity:** Honest with the community we serve, treating all with fairness and decency
- **Compassion:** A sincere desire to help others
- **Professionalism:** Competent, Exceeding the Standards and always learning
- **Selfless Service:** Providing care to others without expectation
- **Teamwork:** Working cooperatively to efficiently serve our community
- **Dedication:** Committed to caring for others

STRATEGIC GOALS

Ultimately, the Strategic Planning Group developed five areas in which improvement can be addressed in order to meet future community growth impacts. These areas, identified below as goals, included levels of training, staffing requirements, training delivery models, and risk reduction.

1. **GOAL:** Increase the number of cleared EMS providers from 99 to 176 by December 31, 2022.

1.1. Objective: Improve retention

- 1.1.1. Create an exit interview process by March 30, 2018.
- 1.1.2. Create engagement process by March 30, 2018.
- 1.1.3. Create consistent and efficient “on-boarding” process by March 30, 2018.

1.2. Objective: Establish two (2) EMT-Advanced courses-per year in Powhatan by December 31, 2018.

1.3. Objective: Develop a standardized, streamlined precepting program by July 1, 2018.

2. **GOAL:** Increase the number of active volunteers from current state to station requirements as detailed below in order to fill minimum requirement to provide 24-hour response to structure fires and/or EMS incidents by December 31, 2022.

Increase active volunteer participation at:

- **Company 1 from 15 to 30**
- **Company 2 from 24 to 40**
- **Company 3 from 10 to 20**
- **Company 4 from 11 to 20**
- **Company 5 from 7 to 20**
- **Rescue Squad from 30 to 40**

2.1. Objective: Recruiting

- 2.1.1. Company 1 – 40 recruits total over 5 years, or 8 per year to meet goal
- 2.1.2. Company 2 – 42 recruits total over 5 years, or 8 per year to meet goal
- 2.1.3. Company 3 – 25 recruits total over 5 years, or 5 per year to meet goal
- 2.1.4. Company 4 – 24 recruits total over 5 years, or 5 per year to meet goal
- 2.1.5. Company 5 – 24 recruits total over 5 years, or 5 per year to meet goal
- 2.1.6. Rescue Squad – 40 recruits total over 5 years, or 8 per year to meet goal

2.2. Objective: Establish retention working group to analyze retention trends and make/recommend changes to policies and procedures by July 1, 2018.

- 2.2.1. Reduce firefighter attrition from 33% to 25% by December 31, 2022.
- 2.2.2. Reduced EMS loss attrition from 25% to 20% by December 31, 2022.

2.3. Objective: Establish a regional Fire/EMS training center by December 31, 2022.

- 2.3.1. Establish regional partnership by June 1, 2018
- 2.3.2. Identify land necessary & begin acquisition process by December 31, 2018.
- 2.3.3. Apply for regional fire training center grant by June 30, 2019.
- 2.3.4. Begin Architecture & Engineering (A&E) by July 1, 2020.
- 2.3.5. Break ground and begin construction by July 1, 2021.

3. GOAL: Meet or exceed Response Standards from 43.7% for Fire and 65% for EMS to 80% for Fire and 90% for EMS by December 31, 2022

3.1. Objective: Increase number of on-duty Advanced Life Support (ALS) personnel from one (1) to two (2) no later than December 31, 2022

- 3.1.1. 1 additional ALS provider qualified by September 30, 2018
- 3.1.2. Twelve (12) EMT-Basic's enrolled in EMT-Advanced class by September 30, 2018

3.2. Objective: Paramedic Training and Retention Incentive Plan completed by September 30, 2018

- 3.2.1. Incentive Plan established by September 30, 2018
- 3.2.2. 12 Paramedic Students identified by June 1, 2019
- 3.2.3. 12 Paramedic Students enrolled in training by January 1, 2020
- 3.2.4. Paramedics complete all training and certification requirements by December 31, 2021

3.3. Objective: Increase number of trained Firefighters

- 3.3.1. Conduct two (2) Firefighter I courses annually by December 31, 2018
- 3.3.2. Conduct one (1) Firefighter II course annually by December 31, 2018
- 3.3.3. Establish full time training officer position by July 1, 2018

3.4. Objective: Establish Working Group to develop future requirements by June 1, 2018

3.5. Objective: Modify existing facilities to accommodate diverse workforce

- 3.5.1. Perform necessary Architecture and Engineering by July 1, 2019
- 3.5.2. Begin construction by July 1, 2020

4. GOAL: Create a Community Risk Reduction Section by December 31, 2020

4.1. Objective: Complete Charter/SOP by September 30, 2018

4.2. Establish Tracking Metrics by December 31, 2018

4.3. Establish Coordinator job requirements by December 31, 2018

4.4. Hire Coordinator by July 1, 2019

4.5. Train Coordinator by December 31, 2019

OUR OPERATING PRINCIPLES

The following principles define the way the Fire and Rescue System operates with regard to the goals and strategies identified. The core processes employed by the organizational system to accomplish the goals will operate in the following fashion.

- We strive to balance system-wide consistency in areas that matter for the citizens of the county and a level of individuality within the system.
- We seek to collaborate and to build strategic alliances around all of the goals, strategies and tasks we are engaged in.
- We seek to collaborate and engage stakeholders systemically in all service approaches.
- We will continuously ensure our strategies meet changing needs and expectations of our customers and the community.
- We will use data-driven decision-making approaches in all systems and processes.
- We deliver service excellence through all our products, processes and services.
- We work continuously to strengthen organizational effectiveness and to build capacity through a systems approach to our processes and practices.
- We will use technology to its fullest extent to reduce redundancies and to increase efficiency.
- We seek to stretch beyond our reach.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

As a result of Goals 1, 2, 3, and 4 at the end of five years the Powhatan County Fire & Rescue System will:

MEASURE 1: Increase the number of cleared EMS providers.

Indicator: True number of cleared EMS providers throughout the system.

Data Collection Method: Count of cleared providers during annual certification by Operational Medical Director

MEASURE 2: Increase the number of Active Volunteers

Indicator: Reduce firefighter membership attrition from 33% to 25% and EMS membership loss from 25% to 20%.

Data Collection Method: Tracking system of the number of released volunteers that leave the Powhatan County Fire & Rescue System.

MEASURE 3: Meet response standards set by the Powhatan County Board of Supervisors. 80% for suppression response and 90% for EMS response.

Indicator: Increase the 90% over the 5 year period to meet established response goals.

Data Collection Method: Tracking system response data through a combination of CAD and RMS data. Primary method is through Image Trend RMS.

MEASURE 4: Create a Community Risk Reduction (CRR) Section

Indicator: CRR position hired and active in the community.

Data Collection Method: Hiring of CRR position. Engagement with community.

PLAN CONTINUITY

The Continuous Improvement Plan, once approved, will guide the actions of the Powhatan Fire and Rescue. Annually, the Plan will be updated to accommodate changes based on current conditions, updated demographic predictions and available resources. The next annual review will be conducted in September 2018. The Continuous Improvement Plan, once approved, will guide the actions of the Powhatan Fire and Rescue Department. Annually, the Plan will be updated to accommodate changes based on current conditions, updated demographic predictions and available resources. The next annual review will be conducted in September 2018.