

# VOLUSIA COUNTY FIRE SERVICES

## STRATEGIC PLAN

2009-2013





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## Executive Summary

This Strategic Plan document represents numerous hours of effort on the part of a significant component of the leadership team of Volusia County Fire Services (VCFS). The development of this plan followed a structured process that was designed to improve the probability that all key areas that should be addressed were identified and given consideration.

Development started with a review of the goals and objectives of the previous Strategic Plan and an evaluation of the organization's record pertaining to having met those goals and objectives. A brief review of the organization's history was completed in an effort to ensure everyone understood the evolution of the organization as it presently exists.

Efforts were made to identify the services and requirements with which the organization is mandated to provide and/or comply. The mandates identified were categorized as external or internal. External mandates generally are legislated or exist as accepted practices with the fire service. Internal mandates are, for the most part, self imposed and a review was conducted to determine if any changes were needed. Many internal directives and guidelines were updated prior to the development of the strategic plan.

Stakeholders were identified and an effort was made to clarify the role those stakeholders may play and what their expectations are regarding the type and quality of services VCFS provides. This endeavor naturally assisted with success in identifying events and trends that have impacted and would or could impact fire services in the future. This attention to detail was designed to help ensure that the goals and objectives developed as a component of the Strategic Plan were appropriate and also realistically attainable.

The organization structure, its resources, and the services presently provided by the organization were evaluated. An effort was made to identify the strengths and the weaknesses of the organization. The strengths are things the Leadership Team wanted to build on and leverage in the future. Weaknesses were identified to seek ways to improve and/or minimize any negative impacts of those weaknesses. In addition, opportunities and challenges were identified. This was



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done so the organization would recognize opportunities for improvement and could leverage its strengths to not only achieve the goals that would be set but to also meet the challenges VCFS will face.

Finally, specific goals and objectives were established. This was very time consuming and intense. The future of the organization is dependent on the goals and objectives that are set. The Leadership Team attempted to drill down and clarify what it is they wanted to accomplish and attempted to be completely honest regarding the organization's ability to successfully accomplish the goals established. We see this plan as a blueprint for the next five years and are confident in our ability to be successful in creating an organization that will meet the needs of the community we serve.



## Introduction

This Strategic Plan is the third plan implemented by Volusia County Fire Services (VCFS) since its inception. The planning committee worked in conjunction with individuals who are currently members of Volusia County Fire Services and also with individuals in neighboring offices and/or agencies. A review of the last strategic plan revealed that VCFS accomplished many of the goals and objectives contained in that plan. This record of accomplishment demonstrates the organization's commitment to strategic planning.

The members of the committee understand that even though a thorough approach is utilized it is possible to overlook issues or misjudge future events. Obviously, future events cannot be predicted with certainty. However, the adoption of this plan prepares the organization for the future in a proactive manner. It is common practice in the fire service to make decisions in a stressful and dynamic, time constrained environment. This planning process strives to equip the organization to respond effectively before negative situations arise and/or evolve into a crisis.

This strategic plan is for calendar years 2009-2013. Goals and objectives are established to lead the organization into the next decade with progressive use of technology, equipment, and personnel as identified in the Six Essentials of Organizational Excellence (Appendix A). The committee constantly referred to the organization's "One Team, One Mission" slogan, and the members are determined to maintain this philosophy. Volusia County Fire Services is a young department with many opportunities for growth and improvement. The professional standards of the staff will ensure that Volusia County Fire Services will remain on the "cutting edge" of the emergency services business.

The planning committee would like to thank all the individuals whose efforts and support made it possible to bring this worthwhile project to fruition. We look forward to any comments or suggestions you may have.



## History of Volusia County Fire Services

Prior to the 1960's, fire protection in Volusia County was provided in a similar fashion as most other areas of the country. The larger cities and some municipalities had organized their fire departments and staffed them with either all career personnel or a combination of volunteer and career staff. The smaller communities provided fire protection through the enlistment of volunteer members from their town. In the rural areas there was no fire protection at all.

As Volusia County continued to grow and develop, the need for improved fire protection came with it. The costs associated with fire protection also grew. Additionally, there were increasing regulatory requirements being placed on agencies that provided emergency response services. Taxes were levied in the various communities or districts to meet these



challenges. By 1982, Volusia County Fire Services had 15 taxing districts. This funding technique worked well until the acceleration of growth and the increased service demands began to exceed the ability of a number of the districts to meet those demands.

On October 1, 1984, the County Council approved the creation of six fire districts, replacing the fifteen previous districts into six districts. The plan divided the county into four large areas (quadrants), with two smaller districts and all unincorporated areas, with the exception of the Deltona Fire District, included. Three cities (Lake Helen, Pierson, and Oak Hill) opted into the existing county fire districts.

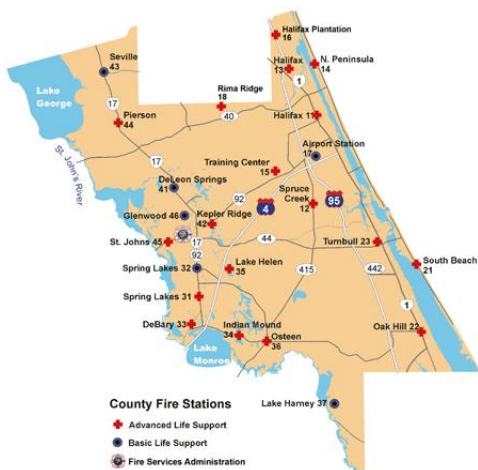


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Due to rising concern about the county's ability to mitigate emergencies, the County Council voted and approved the creation of the Department of Fire Services in 1986. This action brought all fire departments within the unincorporated areas of the county under one director. The new department provided unified leadership (Appendix B), improved budgeting capabilities, and the ability to standardize apparatus and equipment, training and standard operating procedures that previously varied within the four quadrants.

One of the early acquisitions was a twelve-acre tract on Tiger Bay Road in Daytona Beach. This land would be utilized to build a training facility. In 1988, the Fire Services training facility opened its four-story drill tower. In the period from 1988 through 1996, the Training Center expanded to include a drafting pond, roadway and hydrant system, liquid petroleum gas training project, automobile extrication project, a state of the art classroom and apparatus room complex and a two-story burn building. The Training Center is utilized by various agencies throughout the state. It must be noted that it is not only utilized for fire training, but because of its diverse training props, many different public protection organizations have utilized the facility. All new firefighters employed by VCFS are now required to attend a nine-week career academy prior to working on line.



One incident that changed the face of Volusia County Fire Services was the Wildfires of 1998. This campaign tested the capabilities of not only VCFS and neighboring agencies, but also the state and federal governments. While there were widespread fires throughout the county, fortunately, there was no loss of life and relatively little structural damage. An after action report was generated to identify any issues and provided corresponding recommended corrective actions. Many

operational improvements were made. All personnel received extensive training in the incident management system, communication system improvements were made, and several initiatives were developed to assist in evaluating and managing the natural fuels throughout the county. This included the addition of a full-time fuels mitigation manager to the organization.



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Fiscal year 1999-2000 brought numerous changes for Volusia County Fire Services. Career staffing was increased with the addition of advanced life support (paramedics) services to several stations. The County Council approved the consolidation of the six taxing districts previously used by VCFS into one fund. This leveled the tax rate and allowed Fire Services to move towards providing equal services to all unincorporated areas of the county. Many emergencies occurred in the county during this year. The most notable was Hurricane Floyd. This resulted in the largest evacuation in the history of Volusia County. Once again, lessons were learned and changes were implemented.

The organization created and adopted a Strategic Plan for calendar years 2001-2005. Many goals and objectives of this plan were met. The organization completed the construction of a new fire station in Lake Helen during the winter of 2002. Improvements in the communications systems were implemented. These included the upgrading of all computers at the fire stations with the addition of Internet capabilities. The fleet program also continued to improve. VCFS purchased and outfitted five NFPA approved heavy rescue squads. The fleet



continues to become more modern and younger through the lease program. In the fiscal year 2002-2003 Fire Operations at Daytona Beach International Airport was transferred to VCFS. VCFS career staffing increased to over 200 employees.

The future appears to have many more challenges and opportunities waiting on the

horizon. Volusia County Fire Services is ready to meet those challenges and will be vigilant in its efforts to prepare for the future, while not forgetting the lessons of the past.



## Organizational Mandates



Mandates are both formal and informal. The mandates help identify what an organization is required to do and, in some cases, cannot do. Boundaries that are well established help organizations to seek and apply the most efficient and effective means available to accomplish its mission. Laws, statutes, ordinances, or other requirements that must be complied with are formal mandates. Informal mandates are norms, traditions, standards, practices or values that have been established internally with which the organization is to comply.

### Formal Mandates

1. **Ordinance # 88-11, Section 54-31 through 54-34. (Appendix C)**

Source: County of Volusia Code of Ordinances

Policy Summary: The County of Volusia, Code of Ordinances identifies the different operating entities within the Government of Volusia County. These agencies' missions comprise the purpose for county government.

Effect on the Organization: The specific ordinances that apply to VCFS that are identified above provide direction and purpose for the creation of the Department of Fire Services and provide for funding through ad valorem county taxes. These ordinances identify the purpose of the organization and what the organization is to accomplish for the citizens of Volusia County.



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### 2. Comprehensive Plan

*Source:* County of Volusia Government

*Policy Summary:* Consists of maps, text, data and support documents that form the foundation of Volusia County's planning program. The Comprehensive Plan, through its various elements and related goals, objectives and policies, provides guidance for the county's physical growth.

*Effect on the Organization:* The Comprehensive Plan is used as a predictor for future growth and aids in determining the types and levels of services VCFS will need to provide.

### 3. Merit Rules

*Source:* County of Volusia Human Resources

*Policy Summary:* Establishes policies and procedures for the purpose of promotion of efficiency and economy of the government; promoting the morale and well-being of the employees; promoting Equal Employment Opportunity for all candidates for employment and for all Volusia County employees.

*Effect on the Organization:* The agency must follow the policies and procedures that are set forth in this document, in regards to hiring, firing, promotions, benefits, pay and disciplinary actions. These guidelines will ensure all employees in VCFS are treated fairly and consistently.

### 4. Agreement between County of Volusia and International Association of Fire Fighters Association Local 3574

*Source:* Volusia County Council and International Association of Fire Fighters (IAFF), Local 3574



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*Policy Summary:* The legal articles are negotiated between the County Council and Local 3574. This contract provides the ability to request negotiations every year for economic issues and every two years for other issues.

*Effect on the Organization:* This contract's provisions are agreed to by both Labor and Management. Legal recourse is available to either party to take action for non-compliance by the other party. Generally, this can lead to legal expenses and can result in decreased morale and poor public image. The articles in the contract supersede the Merit Rules only in instances where they differ; otherwise the Merit Rules apply.

### 5. National Fire Protection Association (NFPA)

*Source:* National Standard Fire Protection Association

*Policy Summary:* This association's mission is to develop, evaluate and establish minimum recommended criteria that all fire departments nationwide can utilize in providing services. The NFPA meets bi-annually to consider and possibly adopt standards that are intended to, among other things, improve the capabilities and safety of the firefighters nationally.

*Effect on the Organization:* The NFPA only has the authority to develop codes, standards, and recommended practices. The codes, standards, and recommended practices are generally viewed as national standards of care or service. An organization has the option to adopt or not to adopt criteria set by the NFPA. It is generally beneficial to comply with the recommendations of the NFPA when and where feasible. A number of NFPA codes and standards have been formally adopted by the state of Florida.

### 6. Occupational Safety and Health Administration (OSHA)

*Source:* The OSHA Standards for the state of Florida



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Policy Summary: OSHA standards provide for inspections, fines, and the changing/dismantling of all unsafe working conditions to ensure a safe working environment. OSHA has the authority to set guidelines and standards that must be complied with by any business, organization or work environment.

Effect on the Organization: VCFS must comply with appropriate OSHA rules and/or regulations. Even though the State of Florida is not considered an "OSHA State", VCFS still must meet the guidelines that have been established. If it is determined that an organization is not in compliance with relevant safety and health regulations, the organization could be penalized. That could hamper the department's ability to function as well as reduce confidence of the members and/or the public.

### **Informal Mandates**

#### **1. Division Directives**

Source: Volusia County Fire Services

Policy Summary: These Directives are established with the approval from the Director of Fire Services to create and establish programs and the parameters that all operating personnel are to follow.

Effect on the Organization: The Directives shall be used to communicate policy, procedure, and/or program content, which is/are applicable to all or a significant majority of Volusia County Fire Services. These are directives, not guidelines, and are specific in scope and purpose.

#### **2. Standard Operating Guidelines (SOG)**

Source: Volusia County Fire Services

Policy Summary: These guidelines are issued by the Director of Fire Services to create and establish programs and the parameters that all operating personnel are to follow.



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Effect on the Organization: In order to ensure that all personnel are operating in the same efficient, effective and safe manner, they are to comply with the established guidelines. Personnel are provided the opportunity to receive, review, train and ask questions regarding the guidelines. There is also the need to ensure that all appropriate equipment is provided in support of these guidelines. Accountability for compliance and periodical review of the guidelines is required.

### 3. Medical Protocols (Appendix D)

Source: Volusia County Emergency Medical Services Director

Policy Summary: These protocols are established with the approval of the Volusia County Emergency Medical Services Medical Director and establish effective procedures that all operating personnel are to follow when medical intervention by fire service members is required.

Effect on the Organization: In order to ensure that all personnel are operating in the same efficient, effective and safe manner, they are to follow the guidelines that are established. Personnel are provided the opportunity to receive, review, train and ask questions regarding the protocols.

### 4. Volusia County Fire Services, Code of Ethics (Appendix E)

Source: Volusia County Fire Services

Policy Summary: A Code of Ethics was established to ensure that all members act in a manner that respects the constitution and laws, serves the public interest and demonstrates personal integrity and professionalism.

Effect on the Organization: VCFS must stay abreast of any changes in the law and ensure that all members are trained and are well versed in what is expected from their actions, both while on duty and off duty.



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### 5. Value Statements (Appendix F)

*Source:* Volusia County Fire Services

*Policy Summary:* These statements have been created within VCFS to promote a desired organizational culture and to communicate the members' beliefs. Value Statements serve as a beacon to guide members of the organization in their general conduct.

*Effect on the Organization:* VCFS must ensure the organization hires and retains individuals who have the traits needed to uphold these values. It is imperative that VCFS hire the highest quality personnel available in order to promote these values.

## Stakeholders

After careful analysis of the job functions and duties the members of VCFS are expected to perform, both formally and informally, a narrative identifying on whose behalf these duties are performed is appropriate. The stakeholder identification process is crucial in the plan as it is necessary to know who has the ability to make claim to the organization's attention, resources, outputs and who is affected by the organization and/or its activities. This process identifies both internal stakeholders (those inside the organization) and external stakeholders (those outside the organization).

Once stakeholders are identified, it is necessary to develop performance objectives. Development of performance objectives is essential, since this is how the stakeholders will assess the organization's performance. An assessment of the level of compliance with past performance objectives is also necessary as a component of the strategic plan development process.

The identification of stakeholders is very beneficial in the planning process. The stakeholder identification process assists with focusing on areas where improvement is needed and provides the planning committee further direction and insight to goals that need to be addressed in the Strategic Plan. The level of impact varies from stakeholder to stakeholder, but the identification of these stakeholders clarifies that VCFS is performing on their behalf.



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### Internal and external stakeholders in action



Child safety seats



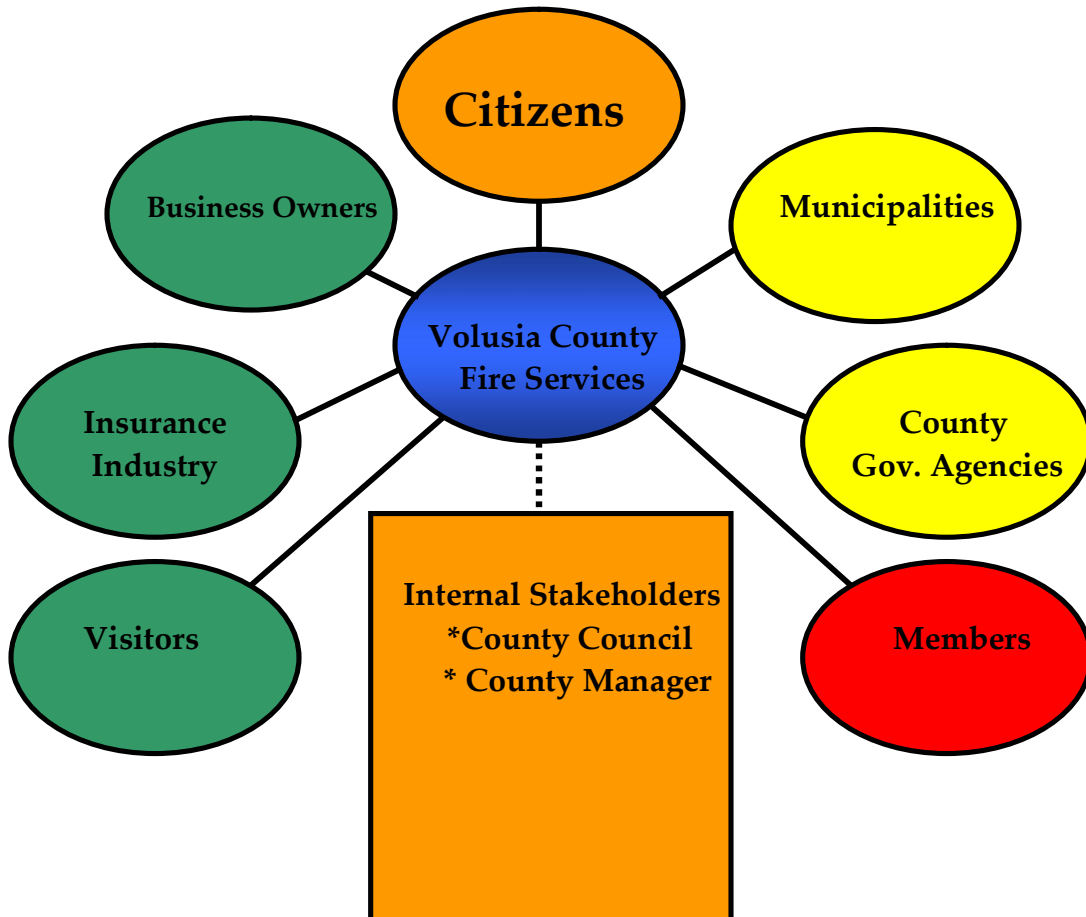
In-service training detail



Citizen's Academy



## Stakeholders and Clientele Groups





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| Stakeholder/Cientele  | Role  | Significance  |
|-----------------------|---|---|
| <b>Citizens</b>       | Recipient of services, taxpayers and voters.  | This group will evaluate our agency's performance in many categories to ensure we are meeting our goals and objectives. They determine and advise through feedback whether they feel we are providing a quality service for the money being spent.  |
| <b>County Council</b> | Establishes policy. Approval authority over the budgetary request and contracts between VCFS and other organizations. | Establishes policy for county government on behalf of the citizens.   |
| <b>County Manager</b> | Has operating authority on the direction and goals Fire Services will pursue.   | Implements county policy and works with County Council, directs county departments, and coordinates with neighboring governmental jurisdictions.  |
| <b>Members</b>        | To perform the required duties and functions. Achieve goals assigned to VCFS.   | The public will have its interaction with this group. They will perform emergency services, public education, inspections and station tours. The public opinion about VCFS will be based on the performance of this group. Members are also responsible to meet the goals and objectives of the department. |



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| Stakeholder/Cientele              | Role   | Significance  |
|-----------------------------------|--|---|
| <b>County Government Agencies</b> | Perform differing functions within county government. (e.g. budget, maintenance and human resources) | These varying groups within the County of Volusia Government Services perform differing job functions that , as a whole, provide all the services available to the citizens of Volusia County. We , as Fire Services, must understand that we must work with, and in some cases for, these functional silos. The members must understand we are only one phase of county government. To have the ability to succeed in this environment, we must have the ability to provide comparable or higher quality services than those agencies. |
| <b>Municipalities</b>             | Give/receive mutual aid request.   | Due to the nature of emergency services, one agency cannot plan, prepare, or budget for all possible scenarios. With this in mind , the ability to request assistance from neighboring jurisdictions is imperative.   |
| <b>Business owners</b>            | Tax paying and occupational license seeking entities.  | We need to ensure they are receiving quality non-emergency services and that they are also receiving superior emergency response services from our department. We also must prepare for multiple types of emergencies based upon the type of business. This %target hazards+approach can significantly alter the type and style of service we will provide.   |
| <b>Insurance Industry</b>         | Sets the ISO ratings for homeowner insurance.  | They assess the level of fire protection within the area served by VCFS. This assessment is utilized to provide a rating that is used by the insurance company and impacts the cost insurance premiums for businesses and residences.   |
| <b>Visitors</b>                   | Recipient of services. Provide revenue to businesses in the county.                                  | The performance of emergency services impacts the reputation of Volusia County and can influence the willingness of visitors to return and/or influence others to visit. This can impact business in Volusia County.  |



## Mission Statement

The intention of an organization's mission statement is to declare the purpose of the organization and why it exists. This is vital to guide all employees in conducting business effectively and efficiently in order to fulfill the organization's purpose. A mission statement may vary in length from one organization to another, but it is important that all mission statements answer certain specific questions as they pertain to the organization. They are as follows: Who are we? What are the basic social and/or political needs we must meet? How do we anticipate and respond to those needs? Who are the key stakeholders and how will the organization respond to them? What are the philosophies, values and culture? If the organization answers these basic questions honestly, correctly and purposefully, it will be easy to identify the organization's mission.

"Volusia County Fire Services is committed to protecting life, property and the environment throughout the community we serve. We will provide the highest level of customer service through continuous improvement, reflecting pride and respect for our citizens, our organization and ourselves."

## Events & Trends

The purpose of scanning the external and internal environment for current trends and specific events ensures the agency is being proactive as opposed to reactive in its operations. The key difference between the two terms, events and trends, is an event is a one-time and/or significant occurrence whereas a trend is the result of reoccurring events.

Events or single significant occurrences could have an impact on the organization that may alter policies or procedures.



A trend represents a general inclination or tendency. Trends are based upon political, economical, social, educational and/or technological changes in the working environment.

### Events

#### ❖ Wildfires 1998

- Multiple fires threatening nearly 30,000 homes
- Fires consumed over 140,000 acres
- Local resources unable to deal with fires
- Initial attack capability in need of improvement
- Wildland firefighting expertise improved through Firewalker Team
- Intergovernmental and interagency coordination and planning challenges



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### ❖ Special Events

- Speed Weeks and July 4 races – large crowds and international audience
- Bike Week – large crowds and multiple motorcycle accidents
- Spring Break – large crowds and multiple medical emergencies
- Black College Reunion – large crowds and multiple medical emergencies
- Multiple jurisdiction and multiple agency planning challenges
- High profile events with significant security and potential terrorism concerns

### ❖ Hurricanes 2004

- Multiple hurricanes in brief period of time
- Heavy wind damage, surf damage and flooding
- Countywide impacts
- Strained local resources
- Intergovernmental and interagency cooperation and planning challenges
- Technical rescue challenges

### ❖ Homeland Security (Post 9-11-01)

- Special events
- Railway transportation of civilians and hazardous materials
- Waterway transportation of civilians and hazardous materials
- Airway transportation of civilians and hazardous materials
- Roadway transportation of civilians and hazardous materials
- Fixed sites and critical infrastructure



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### Trends

- ❖ **Population Growth & Diversity** – Currently VCFS serves a county with a population of over one-half million people and responds to over 17,000 calls annually within a response area that covers 932 square miles of the

| Year | Population |
|------|------------|
| 2000 | 443,343    |
| 2005 | 479,245    |
| 2010 | 514,981    |
| 2015 | 551,327    |

unincorporated area of Volusia County. VCFS achieves this service level with 221 employees and approximately 85 combat volunteers. As the population continues to increase (see chart), then correspondingly the number of

emergency calls will increase. Service delivery capability will have to be continually assessed.

Another area of concern, in regards to population, is how the current department demographics compare to the community served. Transition to a more diverse department will be paramount in future efforts involving human resources.

|  | County % | Department Total | Department % |
|--|----------|------------------|--------------|
| <b>Totals*</b>   | 103.35   | 221              | 100.00       |
| <b>White</b>   | 86.11    | 210              | 95.02        |
| <b>Black or African American (Black)</b>                     | 9.29     | 1                | 0.45         |
| <b>American Indian or Alaskan Native (AmerInd)</b>           | 0.31     | 0                | 0.00         |
| <b>Asian (Asian)</b>   | 1.00     | 3                | 1.36         |
| <b>Native Hawaiian &amp; Other Pacific Islander (HawPac)</b> | 0.04     | 0                | 0.00         |
| <b>Hispanic or Latino</b>                                    | 6.6      | 7                | 3.17         |

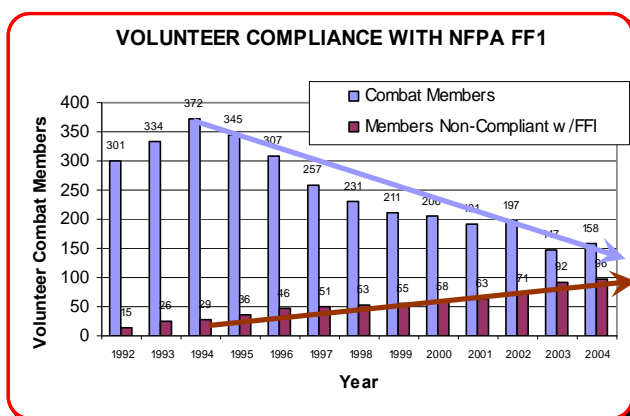
\*Hispanics may be of any race, so also are included in other race categories.

In an effort to improve diversity, Volusia County Fire Services has attempted to hire female firefighters as a high priority goal. There has been some success in the efforts to date. However, the number of female firefighters employed by

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Volusia County Fire Services still needs to increase. At present, female firefighters represent about 10 percent of the firefighter workforce. The organization, Women in the Fire Service, recommends that a realistic goal should be at least 20 percent. A female firefighter workforce of 20 percent is a target VCFS needs to embrace and attempt to meet over the next five years.

- ❖ **Volunteer Decline** – The decline of volunteers over the last decade due to expanding training requirements and compliance with federal/state



requirements has reduced the availability of volunteers to respond to emergencies. The decline of volunteers is not just a local issue; it is a nationwide trend. One of VCFS' biggest concerns is the availability of volunteer personnel needed for large-scale events that last several

days or in some cases weeks, which inevitably will exhaust local resources.

- ❖ **Staffing** - The VCFS career workforce has increased dramatically in recent years. The shift from a primarily volunteer organization to a predominantly career organization and the influx of significant numbers of new employees will strain any organization. The support mechanisms and internal procedures to effectively deal with this increased workforce need to be updated. New challenges must be addressed such as meeting the basic and on-going training needs of the personnel. It should be noted that a majority of the personnel recently hired consist of personnel with little to no on-the-job fire and rescue experience. The amount of staff hours and departmental resources needed to ensure the continued effective integration of the new personnel into the department is significant and a major challenge.
- ❖ **Intergovernmental Cooperation**– Closest unit response agreements have been adopted and are being implemented. It is important that a seamless emergency service delivery system be implemented so full advantage of the



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closest unit response agreements can be realized. The major challenges that must be overcome are related to multiple dispatch centers and the inability to utilize closest units rather than closest station response. The need for a single dispatch system is paramount. A system must be implemented that will ensure that one or more dispatch centers can monitor the real time status of emergency units to determine if they are available when an emergency occurs. This presently cannot be done without contacting another dispatch center, which results in needless time delay for dispatch of apparatus. The use of Geographic Positioning System (GPS) equipment and Automatic Vehicle Location (AVL) dispatch technology is beneficial to ensure the closest unit is dispatched. At the present, run card assignment and alerting of apparatus is based on the fire station location and not the apparatus location which may not be in quarters. In the absence of consensus to transition to the use of one single dispatch center, it is essential that the multiple dispatch centers work together and resolve the problem of real time unit status data sharing, use compatible and real time AVL technology and also resolve dispatch procedure differences and run card challenges. The fire departments, including VCFS, must play an active role in ensuring these challenges are met and take the actions necessary to invest the time and resources needed to resolve the challenges in forming a true seamless closest unit response system.

- ❖ **Housing Market** – the downturn in the housing market will negatively impact tax revenues as the market values of homes decline. A slow down in construction also will reduce the amount of impact fees collected. There is also a possibility of increased arson fires due to homeowners with mortgages they cannot afford. It is unclear how long this will last and how this situation will impact population growth and therefore service demand.



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- ❖ **State of Florida Tax Legislation-** the recent legislative actions at the state level have reduced tax revenues. It is obvious that this is a trend that will continue. As a result revenues will not grow as they have in recent years, however, expectation of continued service delivery in core functions will continue. Additional tax law changes and the impacts those changes may have are unpredictable. Therefore, governments must be conservative on commitment of funds that rely on future revenues. Government must reassess services provided and prioritize those services in the event revenue reductions require changes in how services are provided.



## Strengths, Weaknesses, Opportunities & Challenges

The environment in which an organization operates will create opportunities and challenges for the organization. An evaluation of strengths, weaknesses, opportunities, and challenges (SWOC) will help determine where the agency is doing well and also where improvement is warranted. If the evaluation of the organization is conducted objectively, specific direction can be implemented to ensure the agency can respond to the strategic issues.

A review has been conducted of the strengths and weaknesses within the organization and also the opportunities and challenges that exist in the external environment.

### Staffing

- ❖ Mission
  - Timely arrival of trained personnel at emergency scenes in numbers that meet the approved service levels to protect life, property and the environment.
  
- ❖ Mandates
  - Code of Ordinances, County of Volusia, Section 54-32 (c). Powers and duties (Appendix C) to provide fire suppression, fire prevention and emergency rescue services and perform other duties assigned by the county manager and at service levels approved by the County Council.
  
- ❖ Strengths
  - Ensure personnel respond in a timely manner to incidents and perform tasks required to quickly mitigate most emergencies.
  - Public support presently exists.
  
- ❖ Weaknesses
  - Budgetary and tax rate related challenges and concerns.



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- Young and inexperienced workforce in VCFS.
- ❖ Opportunities
  - Staffing levels impact the ability to work safely, meet the goals and objectives of county government and provide the approved level of service to the customer.
  - Available staffing to work on current and future projects.
- ❖ Challenges
  - Personal services costs can result in budget and tax rate concerns. This can lead to a reduction in support from the taxpayers.
  - Training demands and leave requirements; keeping shifts staffed.
  - Staffing can be related to problems and/or challenges posed by a growing and ever changing community.

### Fire Stations

- ❖ Mission
  - A sufficient number of properly located fire stations that meet the demands of the growing community will enhance the ability to respond in a timely manner with the needed resources enabling VCFS to provide the approved level of service.
  - Fire stations that meet the standards as established by VCFS enhance the safety, welfare and morale of the members and effectively house the apparatus.
  - Green construction methods for fire stations will be utilized when possible. This is consistent with the Mission Statement of VCFS to protect the environment and may, if done wisely, reduce costs.
- ❖ Mandates
  - Code of Ordinances, County of Volusia, Section 54-32 (c). Powers and duties (Appendix C) to provide fire suppression, fire prevention and emergency rescue services and perform other duties assigned by the county manager and at service levels approved by the County Council.



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- ❖ Strengths
  - Existing fire stations located properly based on population and call distribution.
  - Fire stations, as needed and approved, in areas with extended response times results in personnel and resources arriving on scene in a shorter period of time to perform tasks required to mitigate emergencies.
  
- ❖ Weaknesses
  - Response times from second, third and later due stations extended due to geographic size of county and response area.
  - Pockets of population separated by natural areas with little population and service demand.
  
- ❖ Opportunities
  - Properly located fire stations can improve safety and allow VCFS to provide approved levels of service.
  - Plan construction to meet the existing needs of VCFS and also for future needs.
  - Energy efficient additions and buildings in the future.
  - Use of “Green” construction and technology.
  
- ❖ Challenges
  - Fire station construction and operating costs are significant. This can lead to cost and/or tax rate concerns that can lead to a decline in support from the taxpayers.
  - Meeting station needs within fiscal restraints.

### Training/ Re-Certification

- ❖ Mission
  - Personnel trained to meet the identified challenges in Volusia County enhance the ability to protect life, property and the environment.



## Volusia County Fire Services

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- ❖ Mandates
  - Florida Statute 633.820, the Florida Firefighter Occupational Health and Safety Act (FFOSA). (Appendix G)
  - Allows VCFS to obtain additional points based on the Insurance Services Office (ISO) provisions and possibly obtain reduced insurance rates for business owners.
  
- ❖ Strengths
  - Workforce is trained to cope with anticipated challenges. Can perform tasks required to mitigate emergencies efficiently, effectively and safely.
  
- ❖ Weaknesses
  - Personnel not trained to meet every anticipated challenge. Can hamper the ability to perform required tasks in a safe and timely manner.
  - Inexperienced workforce at present. Training needs are great.
  
- ❖ Opportunities
  - Provides VCFS with the ability to achieve the goals and objectives of the county government and provide effective, approved levels of service.
  - Implement more effective and efficient methods of training delivery.
  
- ❖ Challenges
  - There are costs related to training. This mandates that a training plan designed to meet the challenges of providing approved levels of service is developed, updated as needed and efficiently implemented.
  - Scheduling challenges can impact service delivery during training and/or increase operating costs.



## Volusia County Fire Services

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### Automatic Aid/Closest Unit Response Plan

- ❖ Mission
  - An automatic aid, closest unit response plan is vital. Providing personnel and resources from the closest unit location, regardless of jurisdiction, provides the best possible service to the public with available resources.
  
- ❖ Mandates
  - Volusia County Florida Emergency Medical Services Ordinance, Article III, Ch. 46, Volusia County Code. (Appendix H)
  
- ❖ Strengths
  - Closest unit response agreements exist with nearly all neighboring jurisdictions.
  - Enhances cooperation and mutual effectiveness.
  
- ❖ Weaknesses
  - Dispatch systems not integrated to fully facilitate closest unit response. Insufficient use of AVL to utilize closest units.
  - Training and equipment not always compatible.
  
- ❖ Opportunities
  - Provide the ability to receive service from the closest unit responding, regardless of the jurisdiction.
  - Explore ways to reduce costs in agreements.
  - Consolidation of some or all services.
  - Improved inter-department cooperation.
  
- ❖ Challenges
  - Resolving dispatch related issues due to multiple dispatch centers.
  - Obtaining agreement on service levels and equipment compatibility.
  - Implementing compatible standard operating procedures.
  - Standardizing data collection and reporting processes.



## Volusia County Fire Services

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### Recruitment & Retention

- ❖ Mission
  - Develop an increasingly diverse workforce that is commensurate with the community served can garner support from that community.
  
- ❖ Mandates
  - Federal laws
  - Volusia County merit rules
  - VCFS policies and procedures
  
- ❖ Strengths
  - Existing workforce is somewhat diverse.
  - Organization accepts diversity fairly well.
  - Hiring practices comply with laws.
  
- ❖ Weaknesses
  - VCFS workforce presently is close but does not match the community profile.
  - Entry level requirements results in a lack of diversity among qualified candidates.
  - Present recruiting and hiring methods not fully resolving areas needing attention.
  
- ❖ Opportunities
  - Quality staffing from larger applicant pool.
  - A diverse workforce can enhance the quality of the organization.
  - A diverse workforce can result in improved community relations.
  
- ❖ Challenges
  - Develop in-house training to develop a larger and more diverse applicant pool.
  - Create and obtain approval for trainee positions.
  - Improve targeted recruitment efforts to address areas of concern.



## Volusia County Fire Services

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### Homeland Security/All Hazards Response Capability

- ❖ Mission
  - Enhance the ability to provide emergency services to the general public during a terrorist act or other significant event.
  
- ❖ Mandates
  - Local, state, and federal requirements outlining response and service delivery responsibilities during a terrorist act and/ or other significant event. These requirements include incident command, training, staffing and other related resources needed to respond adequately.
  
- ❖ Strengths
  - Specialized response teams and equipment with required resources.
  - Previous call experiences with hazardous materials incidents and major, complex emergencies presenting a variety of hazards and challenges.
  - On-going multi-agency training on terrorist related events.
  - Personnel trained commensurate with national and state guidelines.
  
- ❖ Weaknesses
  - Unknown timeframe of possible event.
  - Unknown location of possible event.
  - No major prior terrorist incidents locally to gain experience/knowledge.



## Volusia County Fire Services

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- ❖ Opportunities
  - Identification of possible target locations and development of plans.
  - Federal funding for training and equipment.
  - Improve multi-agency cooperation through training, drills and exercises.
  
- ❖ Challenges
  - Actual event will exhaust all local resources.
  - Financial cost of maintaining readiness is high.
  - Increased competition for federal and state grant money.
  - Maintaining vigilance and readiness for events that rarely occur.
  - Compliance with federal, state and local mandates.



## Goals, Objectives, Strategies & Performance

### Indicators

#### **Goal 1 Deliver effective and efficient services throughout Volusia County to provide protection against all known hazards.**

1.1 Develop, maintain and/ or update operational guidelines that ensure state-of-the-art operations and also implement, to the extent appropriate, those model operating guidelines (MOG) adopted by the Volusia County Fire Chiefs' Association (VCFCA).

1.2 Pursue fiscally responsible opportunities to improve the quality and/or capabilities of services delivered.

1.2.1 Review and update existing inter-local agreements and partnerships.

1.2.2 Establish new agreements or partnerships to meet current and future needs.

1.2.3 Utilize appropriate resources to improve water supply and distribution to obtain Insurance Services Organization (ISO) certification for alternate water supply operations in non-hydrant areas.

1.2.4 Improve rural water supply capabilities through the implementation of a dry hydrant and rural water supply installation program.

1.2.5 Incorporate VCFCA model operating guidelines as determined appropriate.

1.2.6 Implement automatic aid, closest unit response.

1.3 Develop response strategies based upon valid risk assessment criteria.

1.3.1 Assess community hazards and risks in order to improve preparedness and response capabilities.

1.3.2 Utilize risk assessment criteria to ensure the quality of service delivery is consistent with the organization's mission and the actual risk present.

1.3.3 Implement operational improvements that appropriately prepare for response to all identified hazards and risks.



## Volusia County Fire Services

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- 1.3.4 Continue efforts to expand/improve the preparedness and capabilities of special teams (Hazardous Materials, Technical Rescue, and Firewalkers).
- 1.3.5 Conduct an internal homeland security preparedness audit.
  
- 1.4 Enhance community preparedness and awareness through delivery of progressive fire prevention and public safety educational programs.
  - 1.4.1 Expand marketing and delivery of community based CPR and other public health/fire safety courses.
  - 1.4.2 Assist wildland urban interface communities in obtaining FIREWISE designation where appropriate.
  - 1.4.3 Expand delivery of public safety education programs such as child safety seats, smoke detectors, Community Emergency Response Team (CERT) and other related programs.
  - 1.4.4 Develop new, comprehensive home and community safety programs (i.e., home-based fire extinguisher training, natural disaster preparedness).
  - 1.4.5 Expand the volunteer Fire Prevention Team to increase force size and expand capabilities.
  
- 1.5 Develop and implement survey instruments to assess service delivery through customer/stakeholder feedback in order to improve operational excellence.
  - 1.5.1 Create survey instrument(s).
  - 1.5.2 Administer survey(s) to obtain feedback from all service areas.
  - 1.5.3 Analyze survey data and make recommendations for service delivery improvements.

## **Goal 2 Create a culture that strengthens both organizational and personal commitments to being responsible and accountable for member health, safety and wellness.**

- 2.1 Ensure that risk and loss management systems are an integral part of the department's administration, thus enabling documentation, evaluation and correction/prevention of incidents and losses.
  - 2.1.1 Thoroughly investigate all incidents and near misses.



## Volusia County Fire Services

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- 2.1.2 Develop a computer database and incident tracking process that assures completeness and/or closure on every reported incident.
- 2.2 Stay apprised of changes in industry standards regarding personal health and safety and incorporate those standards, as appropriate, into the organization's safety culture.
  - 2.2.1 Utilize sound risk management and safety practices to reduce injuries, property losses and liability payment.
  - 2.2.2 Empower all personnel to identify and stop unsafe acts and/or conditions.
  - 2.2.3 Implement near miss identification and reporting processes that enhance safety awareness and foster self-improvement through learning from others' experiences.
  - 2.2.4 Review and make recommendations for the purchase of equipment and/or to change operational procedures that improve health and safety or reduce risks.
  - 2.2.5 Utilize "Green" construction methods and technology for fire stations and other division facilities.
- 2.3 Evaluate the existing health and wellness program and identify opportunities for continued improvement.
  - 2.3.1 Continue to provide a comprehensive and progressive medical/physical assessment program that incorporates appropriate and practical screening tests for high-risk occupational diseases or conditions, consistent with the criteria established in NFPA 1500, 1582, and 472.
  - 2.3.2 Promote and encourage individual ownership of the health and wellness program in order to improve overall mental and physical well-being within the organization.
  - 2.3.3 Uphold high standards for medical and physical wellness that are appropriate for all personnel based upon job functions/classifications.



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### **Goal 3 Provide training and educational opportunities to promote continuous improvement consistent with service needs and organizational goals.**

- 3.1 Provide educational resources necessary to support quality training and professional development opportunities.
  - 3.1.1 Develop and publish criteria personnel must meet to qualify for and advance to for each classification/position within the organization.
  - 3.1.2 Encourage personnel to enhance all aspects of their communication skills by utilizing available educational opportunities.
  - 3.1.3 Provide standardized training and education through local and regional delivery modes.
  - 3.1.4 Expand individual knowledge and skills performance, emphasizing the team approach through company operations/practices.
  - 3.1.5 Incorporate team dimensional training (TDT) as a standard practice tool for use within VCFS.
- 3.2 Utilize technology and equipment in the training process commensurate with the needs of the community and goals of the organization.
  - 3.2.1 Incorporate advanced level training props to enhance special operations training.
  - 3.2.2 Identify and implement alternative sources of training, both in media and content, which will enable the organization to further advance or develop its professional skills and abilities.
- 3.3 Seek new regional-based training/educational opportunities.
  - 3.3.1 Formally identify and evaluate geographical areas of the service area and identify specific needs for training.
  - 3.3.2 Implement training commensurate with needs. Continue active participation with the VCFCA training efforts.
  - 3.3.3 Assess improvements in service delivery.
- 3.4 Commit existing resources, as appropriate, to research trends that affect emergency response and service delivery.
  - 3.4.1 Identify areas for improvement in the delivery of quality of emergency medical services.



## Volusia County Fire Services

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3.4.2 Identify opportunities and utilize improved technologies in fire suppression and rescue.

3.5 Enhance revenues from sources other than local tax revenue allocations that will be utilized for capital improvements and future growth of the Emergency Services Institute.

3.5.1 Identify and obtain alternative funding for projects.

3.5.2 Pursue opportunities to host industry experts, conferences and seminars.

### **Goal 4 Provide progressive and effective leadership, embracing both internal and external stakeholder interests.**

4.1 Provide mentoring to cultivate future leaders.

4.1.1 Develop and maintain a process to exchange values, skills and knowledge at every level.

4.2 Enhance company officer leadership roles for improved service delivery.

4.2.1 Define leadership roles and expectations.

4.2.2 Incorporate effective leadership methods and techniques from private and public sectors.

4.2.3 Adopt nationally recognized standards for accreditation of officers.

4.3 Identify opportunities to improve or enhance member recruitment and retention.

4.3.1 Promote volunteerism through participation in community events, job and educational fairs, service groups and associations, etc.

4.3.2 Identify specific volunteer functions that serve the needs of the organization and focus recruiting efforts to fulfill these needs.

4.3.3 Strengthen efforts to promote fire service careers within the primary and secondary educational systems and through the fire explorer program.

4.3.4 Improve member retention and development through recognition programs.



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### **Goal 5 Implement information technology (IT) improvements consistent with service delivery needs.**

- 5.1 Share information technology throughout all levels of the organization and integrate with other county departments, agencies and jurisdictions.
  - 5.1.1 Develop a detailed technology action plan, including improved business practices and benchmarks.
  - 5.1.2 Pursue improved support to plan, implement, service, maintain, and evaluate hardware/software to meet continuous IT service needs.
  - 5.1.3 Provide input into Volusia County IT and other affiliated partners regarding interoperability, planning and hardware/software acquisitions.
- 5.2 Implement a centralized Information Management System (IMS).
  - 5.2.1 Define information management needs.
  - 5.2.2 Identify parameters for data collection and use.
  - 5.2.3 Obtain third party assistance, as needed, in developing an action plan.
  - 5.2.4 Implement the action plan.
- 5.3 Identify opportunities to merge various IT systems to improve safety, security, preparedness and response capabilities.
  - 5.3.1 Identify and evaluate existing local, state and federal systems.
  - 5.3.2 Make appropriate recommendations and implement, as appropriate.

### **Goal 6 Develop a diverse workforce that is reflective of the demographics of the community served.**

- 6.1 Develop brochures, advertisements, position announcements and implement a general strategy to attract more African Americans and women to seek employment with VCFS as firefighters/officers.
  - 6.1.1 Seek to achieve minimum goal of workforce complement of 10 percent African Americans (representative portion of population – see page 23) and 20 percent female firefighters/officers (recommended level by the organization Women in the Fire Service).



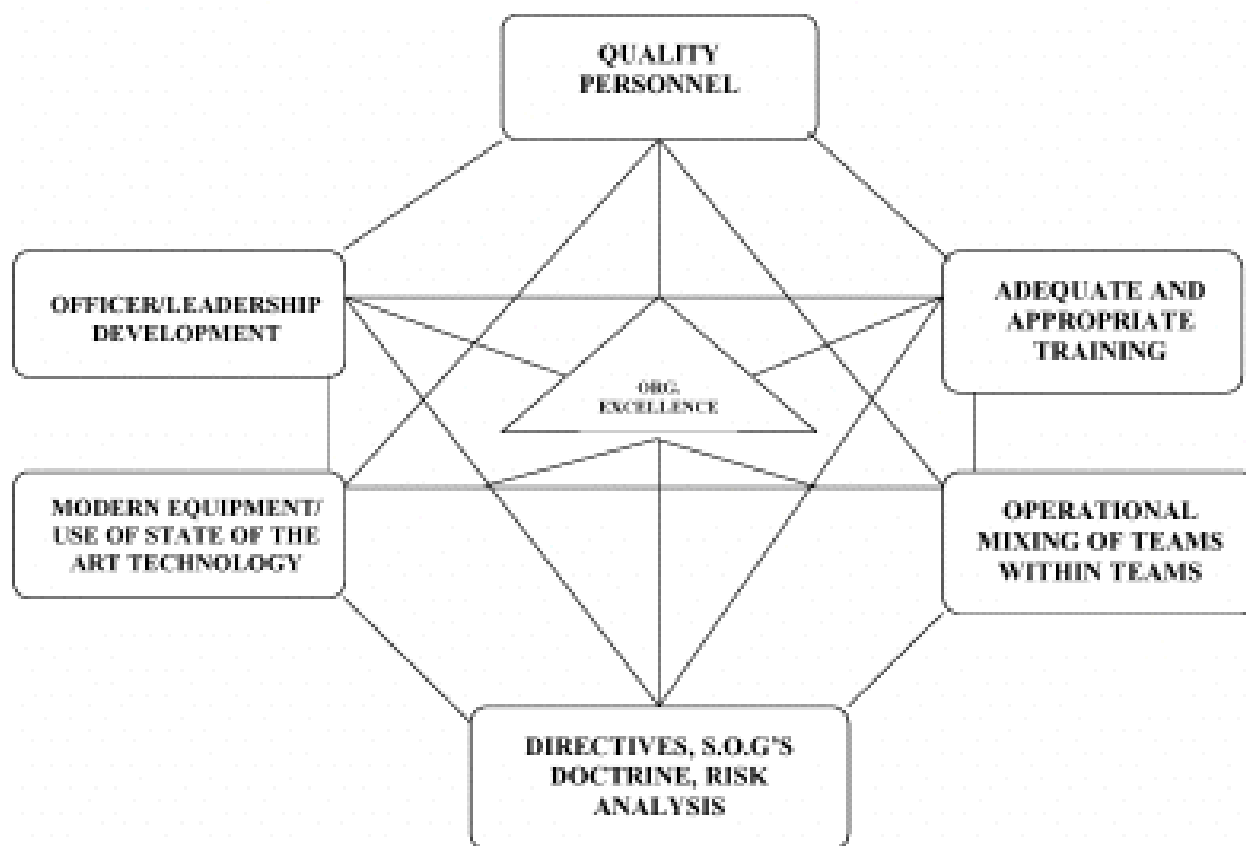
## Vision Statement

“Our Vision is to be the preferred provider of emergency services throughout the community we serve; receiving the full support of that community. We will be recognized as a proactive and influential leader at the local, state and national level.”



Appendix A

**The Six Essentials for Organizational Excellence**

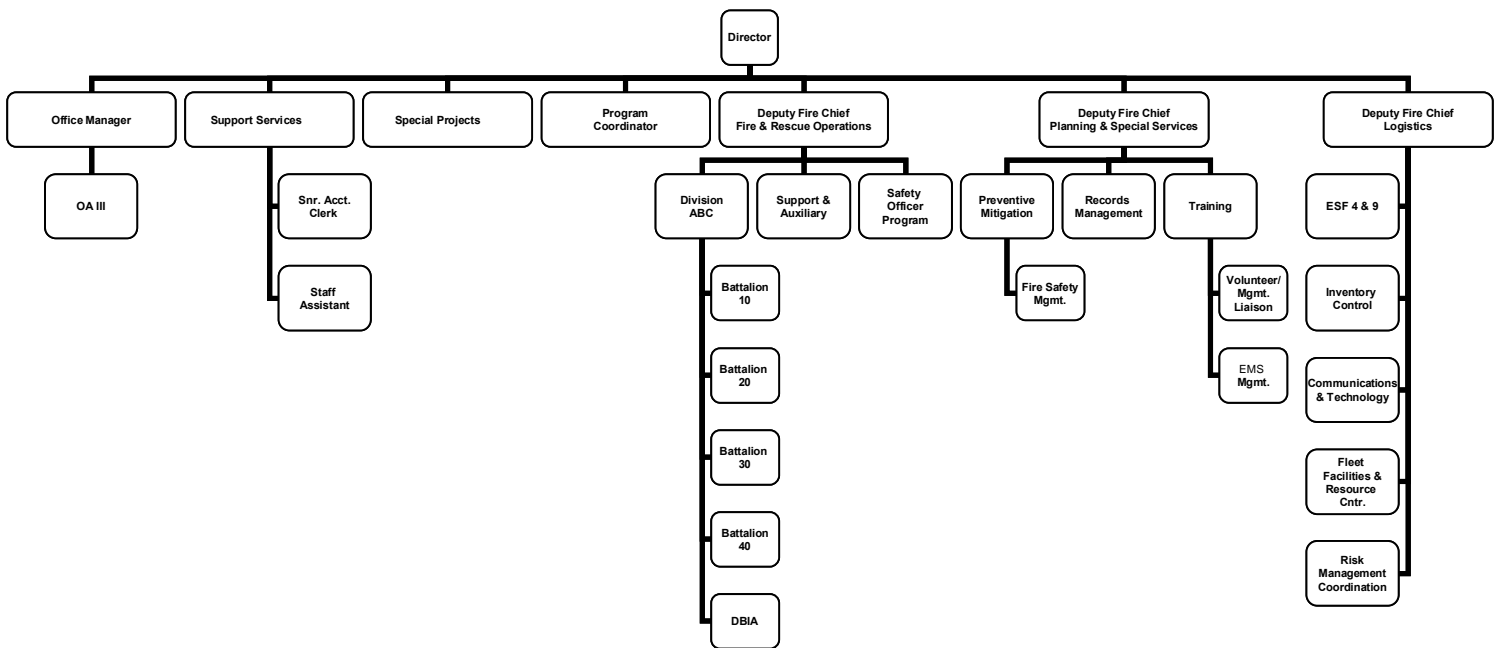




# Volusia County Fire Services

## Appendix B

### Public Protection Fire Services Organizational Structure





Appendix C

## Legal Mandates

### **Code of Ordinances: County of Volusia**

#### **ARTICLE II. DEPARTMENT OF FIRE SERVICES\***

##### **Sec. 54-31. Creation; administrator.**

There is hereby created the department of fire services. The department of fire services shall be under the supervision of an administrator, who shall report to the county manager. The position shall be filled in accordance with the county administrative code (chapter 2, articles II, III and IV), and the merit system rules and regulations (chapter 86, article II). (Ord. No. 88-11, § III, 4-21-88)

##### **Sec. 54-32. Powers and duties.**

- (a) The fire services administrator shall take that action necessary to ensure that the powers and duties of an ex officio agent of the state fire marshal as set forth in F.S. ch. 633 are satisfied.
- (b) The department of fire services is authorized to utilize certified fire safety inspectors or equivalent to enforce the codes and ordinances adopted by the county council, as well as for:
  - (1) Inspection of potential hazards.
  - (2) Abatement of existing fire hazards.
  - (3) Investigation of cause, origin and circumstances of fires.
  - (4) Control and use of explosives and flammables.
  - (5) Regulation of the maintenance of fire escapes.
  - (6) Regulation of the maintenance of automatic and other private fire alarm systems and fire extinguishing equipment.
  - (7) Control of the means and the adequacy of exits in case of fire from factories, schools, hotels and lodging, houses, hospitals and churches, halls, theaters and other places in which numbers of persons work, meet, live or congregate.



## Volusia County Fire Services

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- (8) Inspection and enforcement of the installation and maintenance of emergency water supply systems and sprinkler systems.
  - (9) Enforcement of all provisions of the Standard Fire Prevention Code and Life Safety Code relating to fire prevention.
  - (10) Education fire prevention programs.
  - (11) Establishment of motor vehicle routes and fire lanes in the manner provided by the codes adopted by the chapter.
- (c) The department of fire services shall provide fire suppression, fire prevention and emergency rescue services and perform other duties assigned by the county manager within the unincorporated areas of the county, except as otherwise provided by law, and may, upon request of any municipality, exercise the duties set forth in this article within such municipality.
- (d) Right of entry for inspection shall be as follows:
- (1) Fire safety inspectors or equivalent shall have the right and authority to enter any building, structure or premises within the unincorporated areas of the county for the purpose of making inspections or investigations at all reasonable hours; provided that, except in cases of emergency, the right and authority conferred by this section shall not apply to the entry of a private residence unless written notice is served upon the occupant thereof. Such written notice shall contain a statement of the time an inspection shall be made and shall also contain a statement of the purposes of such inspection or investigation, which purpose shall be within the scope of this article.
  - (2) The inspection and examination authorized by this article shall be for the purpose of reporting and correcting the following fire hazards or fire conditions pertaining to buildings and their occupants:
    - a. Disrepair
    - b. Age and dilapidated condition.
    - c. Faulty or unapproved construction.
    - d. Inadequate fire escapes or lack of means of egress.
    - e. Inadequate fire alarm protection.
    - f. Inadequate fire extinguishing equipment.
    - g. Materials in building especially suitable to fire.
    - h. Conditions endangering other property or occupants.
    - i. Inadequate emergency water supply or inadequate sprinkler system where required.
    - j. Any other fire hazards dangerous to life or property.
    - k. Investigation and inspection of fires and fire damaged to determine the cause of such fires and recommend prevention of additional fires. (Ord. No. 88-11, § IV, 4-21-88)



## Volusia County Fire Services

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### Sec. 54-34. Investigation of fires: records.

- (a) The department of fire services shall establish procedures for the prompt investigation of the cause, origin and circumstances of any fire. The department of fire services shall investigate each and every fire occurring in the unincorporated areas of the county and take that action necessary pursuant to establish procedure.
- (b) The department of fire services shall keep a record of all fire and emergency rescue calls for service within the unincorporated areas and serviced municipalities. (Ord. No. 88-11, § VI, 4-21-88)



Appendix D

VOLUSIA COUNTY EMS SYSTEM  
CLINICAL PROTOCOLS

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Overview

100 ..... General Principles/Measures for Medical Care

101 ..... Medical Transport Destination

102 ..... Physician/Nurse on Scene

103 ..... Patient Care During Transport Following a 911 Call

104 ..... Initiation of CPR/Determination of Death

105 ..... Determination of Hospital Destination

106 ..... Paramedic Scope of Practice

107 ..... Certification and Education Requirements

200 **Adult Guidelines**

201 ..... General Patient Assessment (General Provisions)

202 ..... Patient Assessment

203 ..... Abdominal Pain/GI Bleeding

204 ..... Airway Management – Adult

205 ..... Allergic Reactions

206 ..... Altered Mental Status

207 ..... Behavioral Emergencies

208 ..... Carbon Monoxide Exposure and Toxic Inhalations

209 ..... Cardiac Alert

210 ..... Cardiac Dysrhythmias

211 ..... Chest Pain

212 ..... Dyspnea – Respiratory Distress

213 ..... Environmental/Thermal Injuries

    213(a) ..... Thermal Burns

    213(b) ..... Decompression Sickness/Dysbarism

    213(c) ..... Hypothermia

    213(d) ..... Hyperthermia

214 ..... Eye Injuries

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217 ..... Near Drowning (Submersion)

218 ..... Obstetrics / Gynecology

    218(a) ..... Childbirth

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219 ..... Overdose and Poisonings – General Approach

    219(a) ..... Tricyclic and Tetracyclic Antidepressant Overdose





## Volusia County Fire Services

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### 400 – Procedural Protocols

|          |  |
|----------|--|
| 401..... | <u>Automatic External Defibrillator (AED) Use</u>      |
| 402..... | <u>Cricothyrotomy</u>                                  |
| 403..... | <u>Endotracheal Intubation</u>                         |
| 404..... | <u>Epinephrine Auto Injector Administration Assist</u> |
| 405..... | <u>External Pacemaker Use</u>                          |
| 406..... | <u>Femoral Venipuncture</u>                            |
| 407..... | <u>Immobilization of the Cervical Spine</u>            |
| 408..... | <u>Immunization Administration</u>                     |
| 409..... | <u>Inhaler Assist</u>                                  |
| 410..... | <u>Intravenous Cannulation</u>                         |
| 411..... | <u>Intravenous Fluid Management</u>                    |
| 412..... | <u>Needle Thoracostomy</u>                             |
| 413..... | <u>Nitroglycerin Assist</u>                            |

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### 400 – Procedural Protocols Continued

|          |   |
|----------|---|
| 414..... | <u>Orogastric and Nasogastric Intubation</u>  |
| 415..... | <u>Patient Restraint</u>  |
| 416..... | <u>Pediatric Intraosseous Infusion</u>  |
| 417..... | <u>Suspected Bioterrorism Precautionary Measures &amp; Decontamination<br/>of Patients/Environmental Surfaces</u> |
| 418..... | <u>Taser Deployment Management</u>  |
| 419..... | <u>Triage in Multi-Casualty Incidents</u>   |
| 420..... | <u>Use of the Esophageal Tracheal Combiflume</u>  |
| 421..... | <u>Evidentiary Blood Draw</u>   |

### 500 Authorized Pharmaceuticals

### 600 Medication Resume

|          |                                    |
|----------|------------------------------------|
| 600..... | <u>Adenosine</u>                   |
| 601..... | <u>Albuterol (Proventil)</u>       |
| 602..... | <u>Atropine Sulfate</u>            |
| 603..... | <u>Calcium Chloride</u>            |
| 604..... | <u>Dextrose 50% in Water (D50)</u> |
| 605..... | <u>Diazepam (Valium)</u>           |
| 606..... | <u>Diltiazem (Cardizem)</u>        |
| 607..... | <u>Diphenhydramine (Benadryl)</u>  |
| 608..... | <u>Dopamine (Intropin)</u>         |
| 609..... | <u>Epinephrine</u>                 |
| 610..... | <u>Etomidate (Amidate)</u>         |
| 611..... | <u>Furosemide (Lasix)</u>          |



## Volusia County Fire Services

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|           |   |
|-----------|---|
| 612 ..... | <u>Glucagon</u>                                   |
| 613 ..... | <u>Lidocaine</u>                                  |
| 614 ..... | <u>Magnesium Sulfate 50% Solution</u>             |
| 615 ..... | <u>Methylprednisolone Succinate (SoluMedrol)</u>  |
| 616 ..... | <u>Morphine Sulfate</u>                           |
| 617 ..... | <u>Naloxone (Narcan)</u>                          |
| 618 ..... | <u>Nitroglycerin</u>                              |
| 619 ..... | <u>Sodium Bicarbonate</u>                         |
| 620 ..... | <u>Tetracaine</u>                                 |
| 700.....  | <u>Toxi-Medic Protocols</u>                       |
| 701.....  | <u>Continuous Positive Airway Pressure (CPAP)</u> |
| 702.....  | <u>Crush Syndrome</u>                             |

Volusia County EMS system clinical protocols can be viewed in their entirety on the Internet at [www.volusia.org/ems/protocols.htm](http://www.volusia.org/ems/protocols.htm)



## Volusia County Fire Services

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### Appendix E

# Code of Ethics

## **I. Serve the Public Interest**

Serve the public beyond serving oneself. VCFS members are committed to:

1. Exercise discretionary authority to promote the public interest.
2. Oppose all forms of discrimination and harassment.
3. Recognize and support the public's right to know the public's business.
4. Involve citizens in policy decision-making.
5. Exercise compassion, benevolence, fairness and optimism.
6. Respond to the public in ways that are complete, clear and easy to understand.
7. Assist citizens in their dealings with government.
8. Be prepared to make decisions that may not be popular.

## **II. Respect the Constitution and the Law**

Respect, support and study government constitutions and laws that define responsibilities of public agencies, employees and all citizens.

VCFS members are committed to:

1. Understand and apply legislation and regulations relevant to their professional role.
2. Work through appropriate channels to improve and/or change laws and policies that are counter-productive or obsolete.
3. Eliminate unlawful discrimination.
4. Prevent all forms of mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
5. Respect and protect privileged information.
6. Encourage and facilitate legitimate dissent activities in government and protect the whistle blowing rights of public employees.
7. Promote constitutional principles of equality, fairness, representiveness, responsiveness and due process in protecting citizens' rights.

## **III. Demonstrate Personal Integrity**

Demonstrate the highest standards in all activities to inspire public confidence and trust in public service.

VCFS members are committed to:

1. Maintain truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
2. Ensure those responsible receive credit for their work and contributions.
3. Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
4. Respect superiors, subordinates, colleagues and the public.
5. Take responsibility for their errors.
6. Conduct official acts without partisanship.



## **Volusia County Fire Services**

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### **IV. Promote Ethical Organizations**

Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public.

VCFS members are committed to:

1. Enhance organizational capacity for open communication, creativity and dedication.
2. Subordinate institutional loyalties to the public good.
3. Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
4. Provide organization members with an administrative means for dissent, assurance of due process and safeguards against reprisal.
5. Promote merit principles that protect against arbitrary and capricious actions.
6. Promote organizational accountability through appropriate controls and procedures.

### **V. Strive for Professional Excellence**

Strengthen individual capabilities and encourage the professional development of others.

VCFS members are committed to:

1. Provide support and encouragement to upgrade competence.
2. Accept as a personal duty the responsibility to keep up to date on emerging issues and potential opportunities for improvement.
3. Encourage others, throughout their careers, to participate in professional activities and associations.

**Adopted in modified form from the American Society for Public Administration.**



## Value Statements

As members of Volusia County Fire Services, we are committed to the following:

- ❖ We exist to meet the emergency needs of the public.
- ❖ We will do what is best for the safety and welfare of the public and our members.
- ❖ Faith and trust of the public and each other is earned through positive attitudes, professional conduct and the delivery of quality services.
- ❖ Integrity is the foundation of trust; trust is the cornerstone of teamwork; teamwork results in success.
- ❖ We will treat one another fairly and respectfully and value each other's efforts and contributions.
- ❖ We will assure that our members receive the highest quality training and equipment possible.
- ❖ Having an empowered workforce is our greatest strength.
- ❖ Effective management is important; effective leadership is vital.
- ❖ Our ability to continuously improve depends upon an objective analysis of information in making decisions and developing programs.

Above all, doing the right thing is most important.



## Volusia County Fire Services

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### Appendix G

Source: Florida State Statute 633.820  
The Florida Firefighter Occupational Health and Safety Act  
[www.flsenate.gov](http://www.flsenate.gov)



## Volusia County Fire Services

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### Appendix H

Source: Volusia County Florida Emergency Medical Services Ordinance  
Article III, Ch. 46 Volusia County Code  
[www.volusia.org/ems/protocols.htm](http://www.volusia.org/ems/protocols.htm)