



WAUKESHA COUNTY

Department of Emergency Preparedness

Strategic Plan

2008-2010

CONTENTS

WAUKESHA COUNTY MISSION STATEMENT	3
DEPARTMENT OF EMERGENCY PREPAREDNESS MISSION STATEMENT	3
DEPARTMENT OF EMERGENCY PREPAREDNESS STATEMENT OF PURPOSE	3
DEPARTMENT OF EMERGENCY PREPAREDNESS ORGANIZATION	4
DEPARTMENT OF EMERGENCY PREPAREDNESS CRITICAL ISSUES	5
WAUKESHA COUNTY STRATEGIC OUTCOMES	6
DEPARTMENT OF EMERGENCY PREPAREDNESS STRATEGIC OUTCOMES	7

WAUKESHA COUNTY MISSION STATEMENT

The mission of Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.

DEPARTMENT OF EMERGENCY PREPAREDNESS MISSION STATEMENT

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

DEPARTMENT OF EMERGENCY PREPAREDNESS STATEMENT OF PURPOSE

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the county. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center will operate in 29 of the cities, villages, and towns in the County as well as Countywide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards which impact upon the welfare, safety and health of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). Responsible for Business Continuity planning, training, and related exercises for county departments.

Department of Emergency Preparedness **has four major focus areas**

Communication Center Operations

Program Description

Responsible for dispatching police, fire and EMS resources operated by partner municipalities and the County Sheriff in emergency situations throughout the county. Act as Public Safety Answering Point (PSAP) for the E-911 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls.

Disaster Management

Program Description

Disaster Management coordinates mitigation, prevention, preparedness, response and recovery efforts related to community disasters. This involves coordination of many Department of Homeland Security grants, programs, and initiatives, emergency preparedness and disaster recovery training for County personnel, local officials, citizens, and includes business continuity planning for Waukesha County. The Emergency Management Coordinator is the contact point for federal and state agencies holding disaster management responsibilities and serves as the "Single Point of Contact" for County compliance with the National Incident Management System requirements.

Hazardous Materials Management

Program Description

Hazardous Materials Management is responsible for development, maintenance, and implementation of the requirements of the federal Emergency Planning and Community Right-to-Know Act (EPCRA) and including managing the statutory functions of the Local Emergency Planning Committee. Facilities that store, manufacture, or use hazardous materials above certain thresholds are required to report the hazardous material inventories to the LEPC and in some cases must participate in off-site plan development in the event a release occurs from the facility. Another major requirement of the EPCRA regulations includes development, maintenance, and implementation of a countywide comprehensive emergency response plan. The program is also responsible for the management of the Countywide Hazardous Materials Response contract with the City of Waukesha Fire Department.

Radio Services

Program Description

An Enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: Radio Services provides conventional radio services (including mobile data systems) and equipment repair & maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for county agencies radio replacement. Program descriptions and activities are outlined on the following program pages.

DEPARTMENT CRITICAL ISSUES

Provide Comprehensive Customer Service

- Work closely with the Dispatch Operations Commission, Local Emergency Planning Committee, Police and Fire Chiefs Associations and officials at all levels of government to continuously improve dispatch communication center operations.
- Develop and maintain comprehensive response plans for disasters (natural and man-made), terrorism, bio-terrorism, and business continuity.
- Promote interoperability technologies within the county and surrounding counties.
- Work regionally with the Milwaukee urban area to develop and maintain regional capabilities to respond to critical incidents.
- Develop sound and meaningful performance measures for all aspects of the emergency response system.
- Obtain and administer Homeland Security grant funds to better equip and train public safety agencies in order to mitigate emergencies impacting Waukesha County residents, including citizen preparedness initiatives.

Innovate and Seek Continuous Quality Improvement

- Implement federal and state Homeland Security planning and training initiatives as appropriate for Waukesha County.
- Monitor contract with the City of Waukesha Fire Department for a Countywide Hazardous Materials Response Team to enforce payment by spillers for incident costs and assist team in training and exercise preparation.
- Increase preparedness levels by participating in local and regional response planning and exercising efforts in a multi-disciplinary, all hazards approach.
- Work with Communication Center participating agencies to review Emergency Medical Dispatch protocols to monitor and increase quality dispatch policies and procedures.

Retain and Develop a High Quality Workforce

- Promote, encourage and obtain funding for emergency management training for local officials and public safety employees, including NIMS (National Incident Management System) training
- Cross-train the Communication Center, Emergency Management, and Radio Services administration support staff to provide for a more effective and continuous operation.

Manage Resources with Fiscal Prudence

- Aggressively seek Homeland Security funds and other grants.
- Continue fiscal management and control of Hazardous Material Response Team contract with the City of Waukesha.
- Coordinate business continuity activities to ensure Waukesha County has an effective continuity of operations capability.
- Continue to monitor Emergency Communications State legislation for policy changes and funding availability for operations as the wireless 9-1-1 Public Safety Answering Point for Waukesha County.

WAUKESHA COUNTY STRATEGIC OUTCOMES

1. A safe county.
2. An economically vibrant county.
3. An environmentally responsible county.
4. A well-planned county.
5. A county that assists at-risk citizens.
6. A county that provides customers with quality programs and services.
7. A county that provides cost-effective services delivered with competence and skill.

DEPARTMENT OF EMERGENCY PREPAREDNESS STRATEGIC OUTCOMES

Key Strategic Outcomes: A SAFE COUNTY. (Communication Center Operation)

Objective: Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered within 15 seconds and 99% within 40 seconds in an effort to improve response time and dispatch calls in a timely manner.

Initiatives/Actions:

- Establish a baseline of data for 9-1-1 calls using all of 2006 and the first six months of 2007.
- Do a cause analysis to determine reasons if not complying with these times.
- Implement training to meet the requirements.
- Monitor and evaluate the effectiveness of the training on response times.
- Measure the monthly compliance with this standard.

Evidence of Success:

Key Outcome Indicators:

Performance Measures	2008 Target	2008 Actual	2009 Target	2009 Estimate	2010 Target
Time it takes to answer 911 calls.	96.75% within 15 seconds 99% within *35 seconds	94.75% within 15 seconds 100% within 40 seconds	95.05% within 15 seconds 100% within 40 seconds	94.50% within 15 seconds 100% within 40 seconds	95.05% within 15 seconds 100% within 40 seconds
*phone system set for 40 seconds					

Key Strategic Outcomes: QUALITY PROGRAMS AND SERVICES DELIVERED WITH COMPETENCE/SKILL. (Communication Center Operation)

Objective: Meet and exceed the National Academies of Emergency Dispatch (NEAD) standard that states all EMD calls need to be processed (asking the key and entry questions) within 60 seconds after the center's CAD system has accepted the location data.

Initiative/Action:

- Track the EMD calls for the first 6 months of 2007 using 100 random calls per month to establish a baseline on the number of those that are handled within the 60-second average standard.
- Do a cause analysis on any gaps between current and desired performance in terms of the 60-second standard, and review data with all the WCC committees.
- Implement solutions to close the gap and meet the 60-second standard.
- Document the solutions used to meet the standards.
- Perform on-going monitoring to ensure that the standard for response times is being met/exceeded.
- Conduct training and re-evaluate every month to determine compliance with the standard.

Evidence of Success:

Performance Measure	2008 Target	2008 Actual	2009 Target	2009 Estimate	2010 Target
Key and entry question time equals input time minus 38 seconds.	90% on average less than 60 seconds	90% on average within 33.5 seconds	90% on average less than 32.5 seconds	90% on average less than 38.0 seconds	90% on average less than 36.0 seconds

Key Strategic Outcomes: QUALITY PROGRAMS AND SERVICES DELIVERED WITH COMPETENCE/SKILL. (Communication Center Operation)

Objective: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation.

Initiative/Action:

- Evaluate 100 Random EMD calls monthly and measure the seven categories against the standard percentages.
- Do a cause analysis on non-performance categories, and include the system’s Medical Director.
- Review evaluations with WCC Fire Protocols Committee members.
- Develop and train personnel to help meet and exceed all seven categories based on these evaluations.
- Evaluations to be conducted monthly to ensure compliance.

Evidence of Success:

Key Outcome Indicator:

Performance Measure	Standard	2008 Target	2008 Actual	2009 Target	2009 Estimate	2010 Target
Case Entry	95%	96%	97.57%	97%	96.79%	97%
Chief Complaint	95%	96%	97.49%	97%	96.39%	97%
Key Question	90%	95%	95.74%	96%	95.14%	96%
PAI	95%	97%	97.35%	97%	95%	97%
PDI	90%	95%	97.18%	95%	96%	96%
Dispatch Code	90%	93%	97.80%	95%	95.19%	96%
Total	90%	95%	97.17%	95%	95.25%	96%

Key Strategic Outcomes: A SAFE COUNTY. (Communication Center Operation)

Objective: While the County works with the current CAD vendor (Spillman) to correct the deficiencies of their system, WCC staff will investigate alternative systems that can better meet the needs of the dispatch function, and have a set of specifications available should the decision be made to replace the current vendor.

Initiatives/Actions:

- Conduct site visits of potential CAD systems in order to identify state of the art functionality and products.
- Develop a set of functional requirements for a CAD system based on site visits and demos.
- Include current and potential users of WCC.
- Develop hardware specifications with IT based on the functional needs of the system.
- Determine possible interface needs/requirements based on software and hardware configurations.
- Consult with current and potential users of the dispatch function and include each of the county’s police and fire organizations.
- Either negotiate a contract or conduct the RFP process should the county decide to replace the current system.

Evidence of Success:

Key Outcome Indicators:

Performance Measure	2009 Target	2009 Estimate	2010 Target
1. Conduct site visits of potential CAD systems in order to identify state of the art products, and include vendor-supplied demonstrations if necessary.	N/A	N/A	N/A
2. Develop a set of functional requirements for a CAD system based on the needs of the dispatching function and current technology.	1 st Quarter	Complete	Complete
3. Work with the County IT division in the development of hardware specifications with IT based on the functional needs of the system.	1 st Quarter	Complete	Complete
4. Determine possible interface needs/requirements based on software and hardware configurations.	1 st Quarter	Complete	Complete
5. Either negotiate a contract or conduct the RFP process should the county decides to replace the current system.	3 rd Quarter	4 th Quarter	Complete

Key Strategic Outcomes: A SAFE COUNTY (Disaster Management)

Objective: Accomplish initiatives in all five phases of Emergency Management: Mitigation – Prevention – Preparedness – Response – Recovery.

Initiative/Action:

- Implement programs to lessen or eliminate the impact of potential disasters and emergencies.
- Coordinate programs for terrorism awareness and prevention.
- Conduct preparedness activities throughout the County, working with public and private partners, municipalities, schools and non-governmental organizations including planning, training, exercising, and ensuring continuing compliance with the National Incident Management System.
- Respond to and aid in management of disasters and emergencies that occur in the County, including updating the County's Emergency Operations Plan.
- Support efforts throughout the County to recover from disasters and emergencies as rapidly as possible, including coordinating application for Federal/State disaster aid.

Evidence of Success:

Key Outcome Indicators: Implementation of effective programs and initiatives throughout the County covering aspects of all five phases of Emergency Management.

Emergency Management participates in exercises such as simulations of disasters caused by water contamination, improvised explosive devices, and release of hazardous chemicals due to train derailment, airplane crash, and pandemic flu outbreak. Emergency Management has been training county personnel in NIMS (National Incident Management System) in order to improve responses to major incidents. Emergency Management coordinates training registrations for first responder training courses sponsored by Wisconsin Emergency Management. Emergency Management participates in public education events such as National Night Out, Safety Days Events, speaking to civic groups and assisting schools in tornado preparedness. Emergency Management reviews and updates the Waukesha County Emergency Operations Plan, an all hazards plan guiding county responses to disasters, annually.

Performance Measure	2008 Target	2008 Actual	2009 Target	2009 Est.	2010 Target
Number of Exercises Participated In	7	8	12	12	7
County Personnel Trained in NIMS	275	275	N/A	275	275
WEM Sponsored Training Registrations	35	24	150	170	35
Public Education Events	10	10	5	8	10
Percentage of EOP Reviewed	100	100	100	100	100

Key Strategic Outcomes: AN ENVIRONMENTALLY RESPONSIBLE COUNTY (Hazardous Materials Management)

Objective: Maintain a database and develop a plan for known hazardous materials as part of the planning and reporting requirements of the Emergency Planning and Community Right to Know Act (EPCRA). Acting under the statutory authority and direction of the Local Emergency Planning Committee, carry out the functions and duties of the federal EPCRA and Wisconsin Statute 166.20 pertaining to hazardous material preparedness, response, and recovery.

Initiative/Action:

- Maintain database of facilities using, selling, or storing hazardous materials in Waukesha County
- Develop and update off-site emergency response plans for those facilities that use significant amounts of extremely hazardous materials.
- Annually update and maintain the County's County-wide Comprehensive Emergency Response Plan for hazardous materials emergencies.

Evidence of Success:

Key Outcome Indicator: Chart identifies the number of facilities that submitted Tier 2 Hazardous Materials Inventory Reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities.

Performance Measure	2008 Target	2008 Actual	2009 Target	2009 Estimate	2010 Target
Number of Tier 2 Reports Received	310	350	350	350	350
Number of Planning Facilities	155	153	150	153	148
Number of Plans Updated	24	37	36	37	36
Number of New Plans Created	6	4	3	4	3

Key Strategic Outcomes: A SAFE COUNTY (RADIO FUND).

Objective: Maximize uptime, performance, and reliability of countywide trunked radio communications.

Initiative/Action:

- Measure overall reliability (time system is up) and performance (coverage) of the trunked system.
- Designed and implemented multiple redundancy-level backup power system to feed both trunked radio and mobile data systems

Evidence of Success:

Key Outcome Indicator: Uptime % Develop a performance measure and a reliability measure.

Performance Measure	2008 Target	2008 Actual	2009 Target	2009 Estimate	2010 Target
Percent of time the system is available overall (reliability)	99.995%	99.9999%	99.9999%	99.9999%	99.9999%
Percent of time the system has unimpaired coverage (performance)	97%	97.50%	97.75%	97.75%	98.00%

Key Strategic Outcomes: A SAFE COUNTY (RADIO SERVICES).

Objective: Provide rapid, reliable, and scalable countywide public-safety mobile data service to police departments.

Initiative/Action:

- Implemented mobile data service
- Administered the service
- Maintained the countywide mobile data infrastructure in 2008.

Evidence of Success:

Key Outcome Indicator: New mobile data system has been successfully implemented, with approximately 212 units online. Coverage, throughput, and reliability are noticeably improved vs. the previous system.

Performance Measure	2008 Target	2009 Target	2009 Target	2009 Estimate	2010 Target
Agencies Served	24	23	23	24	24
Geographic Coverage	>99.5%	>99.5%	>99.5%	>99.5%	>99.5%
Gross Data throughput (all sites)	192 kbps	192 kbps	192 kbps	192 kbps	192 kbps

Key Strategic Outcomes: COST EFFECTIVE SERVICES DELIVERED WITH COMPETENCE AND SKILL (RADIO SERVICES).

Objective: Provide rapid repairs of public-safety communications and mobile data equipment.

Initiative/Action:

- Continued monitoring of in-house repair cycles, ensuring that the large majority of repairs are completed within three working days.
- Make changes in the process to shorten the turnaround time.
- Document the changes to make them permanent

Evidence of Success:

Key Outcome Indicator: Repair turnaround cycle exceeds 95% target, meaning at least 95% of users receive their repaired equipment back within 3 working days.

Performance Measure	2008 Target	2008 Actual	2009 Target	2009 Estimate	2010 Target
Repairs within 3 day turnaround	96%	96%	96%	96%	97%
Rework within 30-days	3%	3%	3%	3%	2.5%