Prince George Fire and Emergency Medical Services

Six Month Work Plan

January 1 – June 30

2016
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EXECUTIVE SUMMARY

The Department of Fire and EMS continues to focus on efforts that will strengthen the response system for citizen and visitors in Prince George County. Building cohesion with all stakeholders and offering opportunities for Volunteers to enhance the level of service continues but still has not elevated our organization to meet industry standards. Efforts continue to provide numerous opportunities for the Volunteers to be proud of their accomplishments and to help current responders understand what it will take to meet the increasing demands of a public safety agency. The quest to change the culture of our first responders from a rural based service provider to a suburban based service provider in our high growth areas continues to be a challenge. The proposed plan facilitates the continuation of migrating service levels from rural response to suburban response in our high growth areas.

Data trends and public testimonies continue to suggest that service levels need improvement. Although the department will never be able to stop all fires or save 100% of the patients they encounter, efforts can be made to increase the amount of positive outcomes. Therefore, this work plan offers solutions to continue improving response times for both Fire and EMS, establishing and meeting response benchmarks, increasing training opportunities for employees and volunteers, highlighting and rewarding performance, building depth in the County’s ability to respond to various emergencies, and staffing that is needed to meet all of those needs.

The need for additional staffing at all levels is still critical. Funding and support is needed to ensure Fire and EMS service delivery in the County meets industry standards as well as to elevate the County’s capabilities to respond and recover from all hazards.
**INITIATIVES AND AUTHORITY**

1. Provide oversight and management of the coordinated system’s functions by:

   a) Developing strategies in collaboration with the Prince George Fire and Emergency Medical Services Board (PGFEMS), to retain and expand the volunteer base within the system to ensure that the health of the volunteer system remains a high priority for the Fire and EMS Director.

   b) Develop policies, in consultation with the PGFEMS Board, of system-wide policies that are essential to the effective and fair provision of high-quality, countywide fire and Emergency Services to include:

      i. Standard operating guidelines for the system’s delivery of fire, rescue, and emergency medical services;

      ii. System performance standards, such as minimum staffing and response goals;

      iii. A seamless command structure and incident command system that complies with federal and state incident management standards;

      iv. Minimum personnel, training, licensure, and reporting requirements and the delivery of high-quality fire and emergency services;

      v. System fleet size, deployment, and functions;

      vi. Minimum standards regarding apparatus and equipment;

      vii. System funding by the county including Volunteer Companies and monitoring and controlling system volunteer and county budgets and expenditures;

      viii. A process for setting and maintaining first due areas, response districts and apparatus response orders;

      ix. Development of a plan for construction and maintenance of stations and substations within the county; and

      x. Mutual aid and cooperative agreements.
(2) Make day-to-day operational decisions necessary for an effective coordinated system on matters not addressed by system-wide policies. The Fire and EMS Director shall strive to consult with the PGFEMS Board prior to making any significant decision. If circumstances do not permit such prior consultation with the PGFEMS Board, the Fire and EMS Director shall advise the PGFEMS Board as soon as practicable after the decision is made and seek its recommendations for future actions.

(3) Serve as the chairman of the PGFEMS Board by participating in PGFEMS Board meetings and activities; providing and managing county staff support, as needed, for the PGFEMS Board; and overseeing the preparation of PGFEMS Board meeting documents. The Fire and EMS Director shall also be a full voting member of the PGFEMS Board.

(4) Provide general management, planning, preparation, response and recovery for any disaster relating to fires, hazardous materials, natural or man-made events, weather or emergency medical services that may occur in the county.

(5) Assume responsibility, under the authority of the County Administrator, to carry out agreements for mutual aid, disaster preparedness and the provision of services related to hazardous materials, rescues, fire suppression, investigation, medical services or other emergency response services deemed necessary in the judgment of the Fire and EMS Director for events exceeding the capabilities of the County.

(6) Exercise all powers authorized by state law as necessary for the provision of coordinated Fire and Emergency Medical Services.
GOALS, OBJECTIVES, PERFORMANCE MEASURES

Goal 1  Prepare the 2015 annual report

Objectives

- Gather year end data
- Create a draft
- Gather pictures and finalize

Performance Measures

- Did the report get presented

Goal 2  Apply for a Burn Building Grant

Objectives

- Identify departmental needs
- Prioritize the list of needs
- Match the needs with the applicable funding source

Performance Measures

- Did a list of needs get identified
- Did the list get prioritized
- How many grants were submitted
Goal 3  Create a communication process for summaries of Fire and EMS Advisory Board meetings

**Objectives**

- Develop a template to be utilized
- Identify criteria for content
- Determine timeline for turnaround
- Assign a project lead and alternate

**Performance Measures**

- Did the template get created
- Did the summaries get communicated

Goal 4  Establish an eligibility list for employment

**Objectives**

- Conduct a recruitment period
- Conduct testing and interviews
- Prioritize rankings

**Performance Measures**

- Did a list get established
Goal 5  Continue the cookbook fundraiser

Objectives

- Continue outreach to various organizations and groups
- Finalize the total count of books needed
- Determine a cutoff date

Performance Measures

- Did the outreach continue
- Did the total count get finalized
- Did the cut-off date get established

Goal 6  Monitor Burrowsville Fire and EMS station renovation process

Objectives

- Attend construction progress meetings
- Provide input on changes and usage of the building
- Relay information to the Burrowsville Volunteer Leadership

Performance Measures

- Did the meeting take place
- Did the information get relayed
Goal 7  Begin the design of the James River Drive Fire and EMS Station

Objectives

❖ Attend architectural and engineering meetings
❖ Develop several options
❖ Provide the Board of Supervisors with the options created

Performance Measures

➢ Did the meetings take place
➢ Did the options get identified
➢ Did the presentation take place

Goal 8  Coordinate efforts with the Heritage Center for a Fire and EMS Museum

Objectives

❖ Establish a work group
❖ Visit a similar museum for ideas
❖ Identify options to include in the museum

Performance Measures

➢ Did the work group get stablished
➢ Did the work group visit another museum
➢ Did options get identified
Goal 9  Develop an apprentice program

Objectives

❖ Establish procedures in accordance with the Fire and EMS Ordinance
❖ Identify a program manager
❖ Establish criteria for enrollment

Performance Measures

➢ Did the program get developed
➢ How many personnel enrolled

Goal 10  Implement new station alerting system

Objectives

❖ Establish installation dates and times
❖ Provide training needed to utilize system
❖ Evaluate the effectiveness

Performance Measures

➢ Did the dates get established
➢ Did the data get reviewed
Goal 11  Assist with transferring the David Zuzkin and Josh Culler Memorial Scholarships to the John Randolph Foundation

Objectives

- Coordinate a meeting with all parties involved
- Determine criteria for transition
- Follow up with progress of the transition

Performance Measures

- Did the scholarships get moved

Goal 12  Visit another locality

Objectives

- Determine the locality best suited to current needs
- Identify key personnel to attend
- Establish a meeting date

Performance Measures

- Did the visit take place
Goal 13  Explore the feasibility of training tactical medics for Active Shooter incidents

Objectives

- Create evaluation criteria
- Send evaluation information to potential personnel
- Determine logistical needs for personnel

Performance Measures

- Did the criteria get developed
- Did personnel get notified
- Did a logistical needs created

Goal 14  Update patient care report documentation templates

Objectives

- Determine criteria for documentation
- Solicit feedback from data entry personnel
- Incorporate criteria in new templates

Performance Measures

- Did the templates get updated
Goal 15  Implement priority dispatching for EMS calls

Objectives

- Evaluate EMS data in new system
- Conduct training sessions on changes
- Monitor compliance with changes

Performance Measures

- Did training take place
- Did plans improve service delivery

Goal 16  Implement new Fire and EMS response plans and monitor the effectiveness

Objectives

- Evaluate fire and EMS data in new system
- Conduct training sessions on changes
- Monitor compliance with changes

Performance Measures

- Did training take place
- Did plans improve service delivery
Goal 17  Develop an accident review panel

Objectives

- Establish a qualifications for panel personnel
- Determine meeting criteria and frequency
- Determine objectives for effectiveness

Performance Measures

- Did the qualifications get established
- Did the criteria and frequency get determined
- Did objectives get established

Goal 18  Develop a customer service survey

Objectives

- Identify processes to survey
- Identify criteria for surveying
- Implement survey

Performance Measures

- Did processes get identified
- Did the criteria identified
- Did the survey get created
Goal 19    Coordinate the 2nd annual Guns and Hoses softball tournament

Objectives

- Establish a mutual date
- Identify the location
- Work with other support groups to participate

Performance Measures

- Did the date get established
- Did the location get identified
- Were other groups involved

Goal 20    Conduct EMS Appreciation Week activities

Objectives

- Determine a time frame and venue for the picnic
- Determine the logistics involved in the program
- Heavily market the program

Performance Measures

- Did the picnic take place
Goal 21  Conduct two (2) pre-incident emergency plans

Objectives

- Identify the target structures to pre-plan
- Coordinate with business and first responder for a walk-through
- Submit completed pre-plan to Operations personnel

Performance Measures

- Did the pre-plans get conducted

Goal 22  Conduct the 2nd annual youth Fire and EMS summer camp

Objectives

- Determine a date, time and location for the camp
- Determine the logistics involved in the program
- Heavily market the program

Performance Measures

- Did the camp take place
Goal 23  Coordinate ceremonies for the opening of the Carson Station

**Objectives**

- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

**Performance Measures**

- Did the program get developed

Goal 24  Coordinate ceremonies for the revitalization of the Burrowsville Station

**Objectives**

- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

**Performance Measures**

- Did the program get developed
Goal 25  
**Finalize Infection Control plan**

**Objectives**
- Determine a timeline for new updates
- Provide copies of the new document
- Provide training for the new plan

**Performance Measures**
- Did the plan get finalized

Goal 26  
**Create a monthly communication briefing process**

**Objectives**
- Develop a template to be utilized
- Identify criteria for content
- Determine timeline for turnaround
- Assign a project lead and alternate

**Performance Measures**
- Did the template get created
- Did the briefings get communicated
Goal 27  Conduct “Go Green” initiatives with the General Services Department

Objectives

❖ Determine items to be addressed
❖ Determine the logistics involved in the program
❖ Determine a timeline for implementation

Performance Measures

➢ Did the initiatives get implemented

Goal 28  Coordinate the Hometown Heroes Day events

Objectives

❖ Market the program and handle registration
❖ Determine the logistics involved in the program
❖ Conduct 5k run/walk

Performance Measures

➢ Did the events take place
➢ How many runners enrolled
➢ How many total participants attended
Goal 29  Conduct orientation training with new leadership of the Fire and EMS companies

Objectives

- Create presentation
- Present at the January PGFEMS Advisory Board meeting
- Follow up with any personnel not in attendance

Performance Measures

- Did the training take place

Goal 30  Coordinate the 2016 Basic Fire Academy

Objectives

- Market the program and handle registration
- Determine the logistics involved in the program
- Conduct final testing

Performance Measures

- Did the BFA take place
- How many students enrolled
- How many students successfully completed the program
Goal 31  
Coordinate a joint BFA/BEMSA graduation ceremony

**Objectives**
- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

**Performance Measures**
- Did the program get developed

Goal 32  
Provide monthly CEU topics/courses for EMS recertification

**Objectives**
- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

**Performance Measures**
- Did the CEU’s get provided
Goal 33  Partner with Law Enforcement to conduct “Stop the Bleeding” training

Objectives

❖ Determine a time frame and venue
❖ Determine the logistics involved in the program
❖ Implement the program

Performance Measures

➢ Did the training get provided

Goal 34  Conduct lifeguard training

Objectives

❖ Determine a time, date and location
❖ Determine the logistics involved in the program
❖ Market the program

Performance Measures

➢ Did the training take place
Goal 35  Coordinate CAD training with the new Communication Officers

Objectives

- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

Performance Measures

- Did the training take place

Goal 36  Conduct leadership/organizational management training with new Lieutenants

Objectives

- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

Performance Measures

- Did the training take place
Goal 37    Conduct Crisis Intervention Instructor Training

Objectives

❖ Determine a time frame and venue
❖ Determine the logistics involved in the program
❖ Implement the program

Performance Measures

➢ Did the program get developed

Goal 38    Provide opportunities for at least 12 hours of administrative staff training

Objectives

❖ Determine a time frame and venue
❖ Determine the logistics involved in the program
❖ Implement the program

Performance Measures

➢ Did the program get developed
Goal 39  Conduct hose testing

Objectives

- Identify units to be tested
- Identify date, time and location
- Select a third party company to conduct the testing

Performance Measures

- Did units get identified
- Did the date, time and location get identified
- Did a company get selected

Goal 40  Conduct fit testing for Volunteer firefighters

Objectives

- Identify POC for each company
- Identify date, time and location
- Follow up with those not in attendance

Performance Measures

- Did POC get identified
- Did the date, time and location get identified
- % of compliance
Goal 41  Conduct air quality testing for cascade systems in station and apparatus

**Objectives**
- Identify units to be tested
- Identify date, time and location
- Select a third party company to conduct the testing

**Performance Measures**
- Did units get identified
- Did the date, time and location get identified
- Did a company get selected

Goal 42  Conduct a Fire and EMS Apparatus self-assessment

**Objectives**
- Establish a workgroup
- Identify date, time and location
- Identify criteria and units to be considered for replacement

**Performance Measures**
- Did units get identified
- Did the date, time and location get identified
- Did a the units get selected
Goal 43       Upgrade the EMS inventory process

**Objectives**

- Modify current process/forms as may be needed
- Inventory current EMS supplies
- Implement electronic control measures

**Performance Measures**

- Did the forms get modified
- Did the inventory get reviewed
- Did the electronic controls get implemented

Goal 44       Upgrade the uniform program

**Objectives**

- Review current control and accountability system
- Review vendor list to determine if modifications are needed
- Modify process to ensure timely return of items

**Performance Measures**

- Did current system get reviewed
- Did the vendor list get modified
- Did the process improve
Goal 45  Incorporate a CERT program into the LEPC

Objectives

- Identify program leaders
- Develop a budget for establishment and sustainment
- Recruit members

Performance Measures

- Did the program get established

Goal 46  Consolidate the Continuity of Operations plans into a Continuity of Government plan

Objectives

- Conduct a review of COOP’s with County Administration
- Identify a timeline for completion
- Provide the COG to County Administration for approval

Performance Measures

- Did the plans get finished
- Did the plans get presented
Goal 47  Conduct the annual Statewide Tornado Drill

Objectives

❖ Determine a time, date and location
❖ Refresh everyone on the procedures during tornados
❖ Conduct roll call after the drill for compliance

Performance Measures

➢ Did the drill take place
➢ % of departments compliant

Goal 48  Conduct a severe weather campaign

Objectives

❖ Determine a time, date and location
❖ Refresh everyone on the procedures during severe weather types
❖ Market the program

Performance Measures

➢ Did the campaign take place
Goal 49 Conduct a Survivor Day program for the community

Objectives

- Determine a time frame and venue
- Determine the logistics involved in the program
- Implement the program

Performance Measures

- Did the program get developed
CONCLUSION

Prince George Fire and EMS is committed to aligning with the County’s vision to be a global community. In order to support the County’s vision, it is paramount that every partner, stakeholder and member associated with Prince George Fire and EMS strive to ensure the department is a modern Fire and EMS department that can deliver the services that the citizens expect – in a timely manner. Therefore, enhancement of the current system is vital to ensure the quality of life for the citizens of Prince George County is well-preserved. The plan presented to you identifies the applicable goals with obtainable objectives to help improve the Fire and EMS service delivery system. These goals and objectives have been created with a considerable amount of input from all stakeholders involved in response to emergencies. The performance measures listed will help determine the success of the department’s ability to accomplish the objectives and attain the goals. Lastly, approval and implementation of this plan supports the County leaders’ direction and vision to be a global community where families thrive and businesses prosper.