Prince George Fire and Emergency Medical Services

Six Month Work Plan

July 1 – December 31

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.
ININITIATIVES 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  Update the Fire and EMS strategic plan

Objectives

- Provide a report on the success of the current plan
- Conduct meetings with stakeholders to identify changes
- Revise Fire and EMS goals

Performance Measures

- What percentage of goals were accomplished
- Did the meetings take place
- Were the goals revised

Goal - 2  Develop design specifications for a Burn Building

Objectives

- Conduct meetings with the workgroup
- Review requirements from VDFP and NFPA
- Create and RFP for engineering

Performance Measures

- Did the meetings take place
- Did the requirements get reviewed
- Did the RFP get created
Goal - 3  Conduct Phase I of the public safety radio system

Objectives

- Review scope of work from consultant
- Provide feedback for system analyzation
- Review deliverables for accuracy

Performance Measures

- Did the scope of work get reviewed
- Was feedback provide for the system
- Were the deliverable accurate

Goal - 4  Design the James River Drive Fire and EMS station

Objectives

- Finalize scope for the engineering
- Begin phasing in work
- Coordinate apparatus and equipment moving

Performance Measures

- Did the engineering design get completed
- Did the station get designed
Goal - 5  Conduct a physical agility testing process for current employees

Objectives

- Conduct training sessions for testing program
- Evaluate the times for current employees to complete the process
- Establish standards for annual performance by employees

Performance Measures

- Did the training sessions take place
- Did the average time get established
- Did the annual standards get established

Goal - 6  Conduct graduation ceremonies for BFA and BEMSA

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 - 7  Conduct the 2016 Annual Awards Ceremony

**Objectives**

- Develop a date and time
- Determine the location
- Communicate information with the entire organization

**Performance Measures**

- Did the date and time get established
- Did the location get identified
- Did the information get communicated

Goal - 8  Continue efforts with the Heritage Center on the Fire and EMS Museum

**Objectives**

- Identify items the workgroup has prioritized
- Determine funding streams for prioritized items
- Establish a timeline for the items to begin

**Performance Measures**

- Did the items get prioritized
- Did the funding get identified
- Did a timeline get established
Goal - 9Implement a Fire-Medic intern/apprentice program

Objectives

- Implement procedures in accordance with the Fire and EMS Ordinance
- Implement criteria for enrollment
- Evaluate the program’s effectiveness

Performance Measures

- Did the program get implemented
- How many personnel enrolled

Goal - 10Develop staffing level benchmarks for major call types

Objectives

- Identify the major call types to be evaluated
- Identify the number of needed positions/personnel to safely handle the calls
- Compare the levels to the previous and subsequent six months

Performance Measures

- Did the call types get identified
- Did the positions get identified
- Did the levels get evaluated
Goal - 11  Develop response time benchmarks for major call types

*Objectives*

- Identify the major call types to be evaluated
- Identify the number of needed apparatus to safely handle the calls
- Compare the levels to the previous and subsequent six months

*Performance Measures*

- Did the call types get identified
- Did the apparatus get identified
- Did the levels get evaluated

Goal - 12  Expand the Training Division

*Objectives*

- Implement a Lt. to oversee EMS training Programs
- Implement a Lt. to oversee Fire training Programs
- Redefine the Captain of Training’s scope

*Performance Measures*

- Did the expansion occur
Goal - 13  Conduct joint training for tactical medics with the Police Department

Objectives

- Identify team members
- Develop procedures for the tactical team
- Determine logistical needs for personnel

Performance Measures

- Did the team get created
- Did procedures get developed
- Did logistical needs created

Goal - 14  Provide Traffic Incident Management Systems 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 15  Coordinate the 2016 Basic EMS Academy

Objectives

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

Performance Measures

- Did the BEMSA take place
- How many students enrolled
- How many students successfully completed the program

Goal 16  Coordinate the 2016 Advance Fire Academy

Objectives

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

Performance Measures

- Did the AFA take place
- How many students enrolled
- How many students successfully completed the program
Goal 17  Conduct Infectious Disease Control initiatives

Objectives

❖ Identify the immunizations that need to be offered
❖ Provide the training outlines by OSHA
❖ Determine logistical needs for compliance

Performance Measures

➢ Did the immunizations get identified
➢ Was the training provided
➢ Did we meet compliance

Goal 18  Conduct budget training for the volunteer leadership

Objectives

❖ Determine dates for training session
❖ Identify target audience
❖ Identify a location to hold the training

Performance Measures

➢ Did the dates get established
➢ Did the location get identified
➢ Was the target audience notified in time
Goal - 19  Provide officer development training for all Fire and EMS officers

Objectives

- Identify core class(es) to present
- Provide multiple opportunities to obtain certifications
- Follow up with any personnel not in attendance

Performance Measures

- Did the training take place
- Did all officers complete the training

Goal 20  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 21  Continue conducting “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 22  Develop an in-service fire training program

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 23    Provide advanced level Incident Management Training

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 24    Provide outreach initiatives during the National Night Out

Objectives

- Identify target groups
- Select appropriate materials
- Provide fire and life safety demonstrations to the groups

Performance Measures

- Were the groups identified
- Were the materials selected
- Did the demonstration take place
Goal 25   Conduct the 2nd annual Guns and Hoses softball tournament

Objectives

❖ Coordinate logistics for the event
❖ Coordinate the charitable events
❖ Work with other support groups to participate

Performance Measures

➢ Did the event take place

Goal 26   Conduct a Firefighter's chili cook off and fund raiser to support the Children's Burn Foundation.

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 27  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 28  Conduct ceremonies for the Burrowsville Station Renovations

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 – 29  Develop a business associate agreement with AIM software and Gateway EDI

Objectives

- Research business associate agreements
- Set up agreements with vendors

Performance Measures

- Did the agreements get established?

Goal – 30  Develop a security risk assessment for electronic medical records

Objectives

- Research and identify security risk assessment plans
- Work with IT to put plan into action
- Identify risks / violations

Performance Measures

- Did the plan get created
- What risks/ violations were found
- What measures were taken to prevent future violations
Goal - 31  Complete the Certified Ambulance Billing Compliance Officer course

*Objectives*

- Research courses offered through the Nation Academy of Ambulance Coding
- Attend Compliance Officer training

*Performance Measures*

- Did the training take place

Goal – 32  Explore electronic filing options for office files

*Objectives*

- Identify types of files in the office
- Identify location of files
- Identify any HIPPA/security related risks with file placement

*Performance Measures*

- Did the files get identified
- Did we identify the locations
- Did we identify HIPPA/security related risks
- Did we resolve those risks
Goal – 33  Develop an Office Manual for Inters and Temporary staff

Objectives

- Identify office duties
- Establish work attire standards
- Provide work etiquette training

Performance Measures

- Did manuals get developed
- Did staff adhere to dress standards
- Was training performed

Goal- 34  Audit personnel filing process for compliance

Objectives

- Develop a fire wall plan for personnel files
- Work with Human Resources to establish fire wall folders
- Attend fire wall training with Human Resources

Performance Measures

- Did the fire wall plan get developed
- Did the employees attend training
Goal 35  Provide outreach initiatives for high occupancy buildings

Objectives

- Partner with Code Compliance and identify target groups
- Select appropriate materials
- Provide fire and life safety training to the groups

Performance Measures

- Were the groups identified
- Were the materials selected
- Did the training take place

Goal 36  Conduct SCBA testing

Objectives

- Coordinate and establish dates, times and locations for fit testing
- Coordinate and establish dates, times and locations for flow testing
- Communicate times and locations to all Fire and EMS Companies
- Communicate OSHA and NFPA guidelines for testing
- Conduct and complete testing

Performance Measures

- Did the dates, times, and locations get established and communicated
- Did the guidelines get communicated
- Did the testing take place
Goal 37    Conduct annual ladder and aerial testing

Objectives

- Identify units to be tested
- Select a third party testing firm
- Coordinated dates for the test

Performance Measures

- Did units get identified
- Was a firm selected
- Were the dates coordinated with the fire companies

Goal 38    Conduct annual pump testing

Objectives

- Identify units to be tested
- Select a third party testing firm
- Coordinated dates for the test

Performance Measures

- Did units get identified
- Was a firm selected
- Were the dates coordinated with the fire companies
Goal 39    Evaluate the Intraosseous Infusion (IO) Equipment

**Objectives**

- Evaluate condition of current IO equipment
- Review with the OMD
- Determine timeline and funding for upgrades

**Performance Measures**

- Was the equipment evaluated
- Did the OMD provide feedback
- Did the timeline get established

Goal 40    Upgrade EMS Supply and Inventory Control

**Objectives**

- Review internal procedures
- Update the tracking equipment
- Beta test the modified controls

**Performance Measures**

- Were the procedures modified
- Did the tracking equipment get updated
- Did the beta test occur
Goal 41     Revise the uniform distribution process

Objectives

❖ Evaluate the record keeping process
❖ Review the vendor lists
❖ Determine areas for improvement

Performance Measures

▪ Was the record keeping process evaluated
▪ Did the list of vendors get reviewed
▪ Did the program get revised

Goal 42     Conduct Fire Prevention Week activities

Objectives

❖ Identify target age groups
❖ Select appropriate materials
❖ Fulfill all reasonable requests

Performance Measures

▪ Were the age groups identified
▪ Were the materials selected
▪ How many reasonable requests were fulfilled
Goal 43  Promote open houses at fire stations for Fire Prevention Week

Objectives

- Identify stations that will participate
- Coordinate dates for each station
- Conduct awareness campaigns

Performance Measures

- How many stations participated
- How many citizens attended

Goal 44  Conduct winter weather safety campaigns

Objectives

- Identify target groups
- Select appropriate materials
- Conduct awareness campaigns

Performance Measures

- Were the groups identified
- Were the materials selected
- Did the campaign take place
Goal 45 Conduct the Statewide Earthquake drill

Objectives

- Identify the date of the coordinate drill
- Provide instructions for all participants
- Conduct awareness campaigns

Performance Measures

- Did the drill get conducted
  - Did the progress get reported

Goal 46 Conduct CERT training for new members

Objectives

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

Performance Measures

- Did the program get established
Goal 47  Present the Continuity of Operations Plan to the Board of Supervisors

_objectives_

- Have prepared forms distributed to personnel
- Hold meeting with individual Department Heads
- Support individual departments with technical assistance

_performance measures_

- Did the forms get distributed
- Were meetings conducted
- Was technical assistance provided

Goal 48  Provide Behavioral Health and Wellness training

_objectives_

- Determine the critical components to raise awareness
- Determine stakeholders to assist with the program
- Develop guidelines for the program

_performance measures_

- Were additional partners identified
- Did the program get developed
Goal 49  Begin the Review and Update Process of the County’s Emergency Operations Plan

Objectives

❖ Determine the critical components to update
❖ Determine stakeholders to assist with the program
❖ Develop guidelines for the update

Performance Measures

➢ Did the plan get reviewed

Goal 50  Analyze the Fire and EMS Apparatus self-assessment

Objectives

❖ Meet with the 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 the units get selected
Goal 51  
**Begin succession planning for all Fire and EMS positions**

*Objectives*

- Conduct a review of current positions
- Identify a timeline for completion
- Begin determining key job functions

*Performance Measures*

- Did the planning begin
- Did the job functions get identified

Goal 52  
**Create a partnership with Southside Health Education Foundation**

*Objectives*

- Determine programs with mutual benefits
- Determine timeframe for events
- Determine methods of communicating the partnership

*Performance Measures*

- Did the partnership occur
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 global community where families thrive and businesses prosper.