Prince George Fire and Emergency Medical Services

Six Month Work Plan

July 1 – December 31

2017
## Table of Contents

**Executive Summary** .................................................................................................................. III

**Initiatives and Authority** .......................................................................................................... IV

**Goals, Objectives, and Performance Measures** ....................................................................... VI - XXII

**Conclusion** ................................................................................................................................ XXIII
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 continues to be critical. Many Volunteer leaders have suggested a focus on daytime staffing implemented throughout the County will help preserve the volunteers and prevent burnout from our current first responders. 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  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  Analyze the Fire and EMS Apparatus Fleet

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 3  Conduct Phase II 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 provided for the system
- Were the deliverables accurate

Goal 4  Continue the James River Drive Fire and EMS Station Project

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 - 5  Conduct an enhanced physical agility testing process for current employees

Objectives

- Conduct training sessions for enhanced 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  Continue efforts on the Burn Building project

Objectives

- Conduct meetings with the A&E firm
- Review requirements from VDFP and NFPA
- Coordinate efforts with other agencies involved

Performance Measures

- Did the meetings take place
- Did the requirements get reviewed
Goal 7  
**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 8  
**Expand the wireless connectivity capabilities on all medic units**

**Objectives**
- Determine project manager
- Procure required hardware and interfaces
- Determine plan for long-term support

**Performance Measures**
- Did the project manager get identified
- Did a long-term support get planned
- Did the program get implemented
Goal 9  Explore the feasibility of installing timer devices at stations

**Objectives**

- Determine project manager
- Procure required hardware and interfaces
- Determine plan for long-term support

**Performance Measures**

- Did the project manager get identified
- Did a long-term support get planned
- Did the program get implemented

Goal 10  Review the effectiveness of the new EMS precepting program

**Objectives**

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

**Performance Measures**

- Did the program get implemented
- How many personnel enrolled
Goal 11  Conduct Fire and EMS incident report 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 12  Conduct two fire in-service training sessions

Objectives

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

Performance Measures

- Did the training get conducted
- % of participation
Goal 13  
**Continue behavioral and mental health 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

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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 2017 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 leadership 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  Implement the EMS Field Training Staff program

Objectives

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

Performance Measures

- Did the program get implemented
- How many personnel enrolled

Goal 22  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 23  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 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  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 26  Implement 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 27  Conduct annual pump testing

Objectives

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

Performance Measures

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

Goal 28  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 29  Conduct annual ladder and aerial testing

Objectives

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

Performance Measures

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

Goal 30  Implement the Crisis Track program

Objectives

- Identify personnel to utilize the program
- Coordinate training for personnel
- Launch the product

Performance Measures

- Did personnel get identified
- Did the training take place
- Did the program get established
Goal 31  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 32  Conduct the Statewide Earthquake drill

Objectives

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

Performance Measures

- Did the drill get conducted
- Did the progress get reported
Goal 33  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 34  Implement the statewide Family Assistance Center program

Objectives

- Identify personnel to utilize the program
- Coordinate training for personnel
- Launch the product

Performance Measures

- Did personnel get identified
- Did the training take place
- Did the program get established
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.