Prince George Fire and Emergency Medical Services

Six Month Work Plan

January 1 – June 30

2018
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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 2017 annual report

Objectives

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

Performance Measures

➢ Did the report get presented

Goal 2      Continue efforts on the Burn Building project

Objectives

❖ Identify VDFP requirements
❖ Coordinate efforts with other departments
❖ Determine if sole source or IFB is the best solution

Performance Measures

➢ Did a list of needs get identified
➢ Did the project change and continue
Goal 3  Conduct Fire and EMS strategic planning

Objectives

- Select a consultant
- 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 4  Establish a standardized hiring process

Objectives

- Create a workgroup with HR and Fire/EMS Staff
- Create and implement a standardized advertising process
- Determine benchmark dates for key events during the process

Performance Measures

- Did the process get established
Goal 5  Implement a mini academy for new full time employees

Objectives

- Determine the lead point of contact
- Establish dates
- Determine the content of the program

Performance Measures

- Did the program get implemented

Goal 6  Continue Phase II of the public safety radio system

Objectives

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

Performance Measures

- Did the scope of work get reviewed
- Was feedback provided for the system
- Were the deliverables accurate
Goal 7  Continue the Fire and EMS Station 7 project

Objectives

- Submit construction documents for IFB
- Determine response area and deployment in CAD
- Determine alerting and dispatching process

Performance Measures

- Did the documents get created
- Did the processes get identified

Goal 8  Enhance the QA/QI process

Objectives

- Establish a work group
- Review the current process including deficiencies
- Draft recommended changes

Performance Measures

- Did the work group get established
- Did the process get reviewed
- Did the changes get recommended
Goal 9  
Research the feasibility of therapy pets in Fire and EMS stations

Objectives

- Assign a project manager
- Establish criteria for pet types
- Explore opportunities for funding

Performance Measures

- Was data presented on the feasibility

Goal 10  
Implement and monitor changes in the CAD updates

Objectives

- Establish installation dates and times
- Communicate changes in the system
- Evaluate the effectiveness

Performance Measures

- Did the dates get established
- Did the data get reviewed
Goal 11  Conduct the annual Awards Ceremony for 2017 activities

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 12  Restructure the Training Division

Objectives

❖ Implement a Lt. to coordinate EMS training programs
❖ Implement a Lt. to coordinate Driver/Operator training programs
❖ Research the option of a Lt. to coordinate Fire training programs

Performance Measures

➢ Did the expansion occur
Goal 13  Expand the Unmanned Aerial System Program

*Objectives*

- Determine additional pilots needed
- Provide required training for regulations
- Determine the criteria for rotational deployment

*Performance Measures*

- Did the program get implemented
- Did the project manager get identified
- Did a criteria get established

Goal 14  Develop unit specific training manuals for Fire and EMS apparatus

*Objectives*

- Determine project manager
- Establish a work group
- Identify targeted units
- Develop a draft version of the manuals

*Performance Measures*

- Did the project manager get identified
- Did a work group get established
- Did the manuals get drafted
Goal 15  Establish an SCBA workgroup

**Objectives**

- Determine key players involved
- Determine other localities to be involved
- Coordinate units to field demo

**Performance Measures**

- Did the group get established
- Did other localities participate
- Did a field demo get established

Goal 16  Implement new EMS Mentor/Precepting 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 17 Continue effort with the Apparatus Replacement work group

Objectives

- Establish a qualifications for replacement
- Coordinate the cost associated with the program
- Provide the Director with program highlights

Performance Measures

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

Goal 18 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 19  
Coordinate the 3rd 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  
Promote opportunities for EMS Appreciation Week

Objectives

❖ Determine organizations that are providing events/activities
❖ Heavily market the program

Performance Measures

➢ Did the events get communicated
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 4th 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  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

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Goal 24  Standardize the formal counseling process

**Objectives**

- Develop a standardized form
- Identify situations that warrant formal counseling
- Conduct supervisory training on new process

**Performance Measures**

- Did the process get standardized
Goal 25  Create a formal exit interview process for volunteers

Objectives

- Coordinate with HR on standard practices
- Determine a list of standard questions
- Develop a tracking mechanism for organizational improvement

Performance Measures

- Did the process get created

Goal 26  Evaluate the application process for new volunteers

Objectives

- Review current process
- Identify areas for improvement
- Draft an updated process

Performance Measures

- Did the program get evaluated
Goal 27  Revise the department CPR program

_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 3rd annual 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

- Revise the presentation
- Present the program in January for new chiefs
- Follow up with any personnel not in attendance

Performance Measures

- Did the training take place

Goal 30  Coordinate the 2018 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 the 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  Maintain compliance for SAFER Grant requirements

Objectives

❖ Determine elements of the grant
❖ Capture data needed to ensure compliance
❖ Provide necessary reports to FEMA

Performance Measures

➢ Did the program continue

Goal 34  Improve data collection for company level training

Objectives

❖ Determine requirements of ISO
❖ Identify mechanisms to ensure reporting compliance
❖ Conduct training needed to inform members of responsibilities

Performance Measures

➢ Did the collection of data improve
Goal 35  Conduct Incident Command 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 36  Conduct leadership/organizational management training county-wide

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  Explore option for additional space in the Central Wellness Center

Objectives

- Determine areas to use for potential Training Division
- Determine areas to use for training
- Coordinate with all stakeholders

Performance Measures

- Did the space get identified

Goal 38  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 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 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 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 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
Goal 43  Implement the electronic ordering procedure for uniform items

Objectives

 Identify programs to use
 Work with IT to set up any program installation
 Train employees to use program
 Add to PGFEMS county web page

Performance Measures

➢ Did a program get identified
➢ Did the training take place
➢ Did the program get added to the website

Goal 44  Conduct Pillowcase training to the fourth graders

Objectives

 Identify program leaders
 Identify timeline for completion
 Conduct training

Performance Measures

➢ Did the program get delivered
Goal 45  Conduct CERT training to the public

Objectives

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

Performance Measures

- Did the program get established

Goal 46  Present Hazard Mitigation plan to FEMA

Objectives

- Determine a time, date and location
- Determine elements for approval
- Submit plan

Performance Measures

- Did the plan get approved
Goal 47    Develop a regional Threat and Hazard Risk Identification Assessment (THIRA)

*Objectives*

- Determine regional partners
- Determine elements for approval
- Develop a draft plan

*Performance Measures*

- Did the plan get developed

Goal 48    Develop Family Assistance Center/Family Reunification Center (FAC/FRC) Plan

*Objectives*

- Determine departments involved
- Determine elements for approval
- Develop a draft plan

*Performance Measures*

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