Six-Month Work Plan

January – June 2012

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Executive Summary

The Office of Fire and EMS serves as the epicenter for solutions to various challenges faced by the volunteer Fire and EMS Companies operating within Prince George County. The Office of Fire and EMS also serves as the leadership and management focal point for seven full time and nine on-call EMS providers that staff one ALS transport unit 24/7 as well as two Administrative personnel. They work hand in hand with over 250 volunteers to ensure the needs of the citizens are met. The Deputy Director is currently serving as the Interim Director in the absence of a Director. During this interim phase, the need to balance strategic priorities along with the day-to-day items remains a challenge as one person fills two positions. The Deputy Director is currently working with a third-party consultant, Chief Paul W. Mauger (ret.), to help identify areas of improvement and solutions to ensure the progression of service delivery.

This plan identifies the major goals and objectives to enhance the current Fire and EMS service delivery system in Prince County for the period of January 1, 2012 – June 30, 2012. The initiatives, identified by County Administrator Mr. Percy Ashcraft to help strengthen the volunteer system, serve as a foundation for these goals and objectives. Also included are the goals identified by the EMS Strategic Advisory Group. Furthermore, priority items that the Chief’s Management Committee and the Local Emergency Planning Committee have identified make up the additional goals to target within the next six months.

Implementation of this plan will enhance the current system and help ensure the citizens’ needs are met.
Initiatives

1. Ensuring the Fire and Rescue Department is the Information Center for the volunteers for all Fire and Rescue information.

2. Assist in the coordination, scheduling and implementation of all volunteer training, especially that which is mandated for basic operations.

3. Assist with the budgeting process and keep volunteer companies informed of County budget issues.

4. Assist with volunteer capital planning.

5. Assist with the execution of the volunteer system of “Standard of Procedures” and recommend various policies and procedures that can strengthen the operations.

6. Assist with grant applications for individual companies and the volunteer network as a whole.

7. Assist each company with its own plan of “Recruitment and Retention.”

8. Deliver updates on federal, state and county law and policy changes that could affect the volunteers in their daily system of delivering services.

9. Maintain the buildings and grounds of each volunteer company through the direction of the Department of General Services.

10. Coordinate planning and recovery efforts in the event of natural disasters and national and state emergencies.
Goals, Objectives, and Performance Measures

Goal 1 - Create an Apparatus Replacement Plan

Objectives

- Develop replacement criteria
- Evaluate the needs of the system
- Determine a replacement timeline

Performance Measures

- Present a draft apparatus replacement plan to the Chiefs Committee

Reinforces Initiatives - 3 & 4

Goal 2 - Coordinate Fire, EMS, and Emergency Management Training

Objectives

- **Fire**
  - Improve the Basic Fire Academy
  - Support Rowanty’s Fire Fighter Program

- **EMS**
  - Provide basic and advance level EMS certification courses
  - Develop recertification training to meet national standards
  - Support the High School and Rowanty’s EMT program
Emergency Management

- Hold position specific training for staff
- Participate in Regional Exercises

Staff

- Hold position specific training for staff
- Encourage staff to join professional association relative to their job duties
- Allow staff to attend a minimum of six hours of training each year

Performance Measures

- Number of students successfully completing the Basic Fire Academy
- Number of members attending new EMS recertification training
- Number of offerings for various levels of training
- First round of position specific training completed for staff and LEPC members

Goal 3 - Expand the Recognition and Awards Program

Objectives

- Develop an EMS staffing reward program
- Develop a formal process for recognizing outstanding performance
- Recognize all stakeholders who contribute to the mission of the organization

Performance Measures

- Number of people enrolled in the EMS staffing reward program
- Number of stakeholders recognized for outstanding performance

Reinforces Initiative – 2 & 10

Reinforces Initiative – 7
Goal 4 - Initiate the ISO PPC Rating Review

Objectives

- Determine if the County qualifies for a re-evaluation
- Determine current practices related to ISO expectations
- Identify areas of improvement

➤ Performance Measures
- Did the County qualify for re-evaluation
- Did the County take necessary actions to address areas of improvement

Reinforces Initiatives – 5 & 8

Goal 5 - Initiate Strategic Planning

Objectives

- Finalize and implement the strategic plan for EMS
- Expand the strategic planning process to include Fire Companies
- Hold focus session groups to gain input from all stakeholders
- Develop a draft strategic plan to include the Fire Companies

➤ Performance Measures
- Did the plan get implemented
- Did the fire companies get involved with the process
- Number of focus group session held
- Number of members attending focus group session

Reinforces Initiatives – 3, 4, 5 & 9
Goal 6 - Improve Organizational Operations

Objectives

- Develop communications plan within the organization
- Develop a departmental newsletter
- Accurately record meeting minutes
- Utilize website as information source
- Allow all personnel to provide input in the development of policies and procedures
- Allow personnel to visit other organizations with similar to Prince George Fire and EMS
- Develop post incident analysis process for incidents

➢ Performance Measures
  - Did the plan get developed
  - Are members aware of the communication methods
  - Are incidents being properly analyzed for improvement
  - Number of organizational visits conducted by staff

*Reinforces Initiatives – 1, 2, 3, 4, 5, 7, & 8*
Goal 7 - Expand Grant Opportunities

Objectives
- Identify previously awarded grants
- Identify new grant opportunities
- Identify items that qualify for purchase through grant funds
- Develop a plan to maintain items purchased through grants

➢ Performance Measures
  - Number of grants applied for
  - Number of grants awarded
  - Did the plan get developed

Reinforces Initiatives - 4 & 6

Goal 8 - Improve EMS Service Delivery

Objectives
- Review response times to critical calls
- Identify the number of calls unanswered by our current system
- Establish (1) additional, staffed, transport ambulance per day during peak service time (0900-2100 hours) within the system
- Consolidate career and volunteer resources to staff units
- Improve relationships, improve communications, re-instate pride among members
- Initiate a “duty-crew” scheduling concept of proactively volunteering in advance

➢ Performance Measures
  - Number of calls handled by mutual aid
  - Number of days per week during peak service 2nd unit was available
  - Number of days covered in advance

Reinforces Initiatives – 5, 7 & 10
Goal 9 - Enhance the Local Emergency Planning Committee

Objectives

- Conduct a strategic planning process
- Assign LEPC members to ESF’s
- Incorporate LEPC members into Emergency Management training programs
- Assign monthly topic to LEPC meetings
- Recruit new members into the LEPC

➢ Performance Measures
  - Strategic plan created
  - LEPC members assigned to ESF’s
  - Number of months with topics
  - Number of new members

Reinforces Initiatives – 1 & 10

Goal 10 - Continue FEMA Follow-up

Objectives

- Conduct periodic status meeting with FEMA representatives
- Identify data needs
- Provide support to Department Heads to ensure FEMA has received all data needed

➢ Performance Measures
  - Number of project worksheets completed
  - Amount of FEMA reimbursed funds identified
  - Amount of FEMA reimbursed funds received

Reinforces Initiatives – 1 & 10
Goal 11 - Improve Recruitment and Retention

Objectives

- Support Volunteer Fire and EMS companies with Recruitment and Retention programs
- Help Fire and EMS companies identify areas needed to improve retention
- Help Fire and EMS companies identify methods to recruit new members

➤ Performance Measures
  - Number of members recruited into the organization
  - Number of members that left the organization
  - Number of companies participating in Recruitment and Retention Programs

Reinforces Initiatives – 1, 2, 5, & 7

Goal 12 - Update the Hazard Mitigation Plan

Objectives

- Determine the last revision of the Hazard Mitigation Plan
- Determine what needs to be revised
- Identify agencies involved in completing the plan

➤ Performance Measures
  - Did the plan get revised

Reinforces Initiatives - 1 & 10
Conclusion

The challenges of tomorrow cannot be met with the solutions of yesterday. 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’s vision to be the best place to live, learn, work, and raise a family.