Six-Month Work Plan

January – June 2014

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Executive Summary

The Department of Fire and EMS continues to focus on building cohesion with all stakeholders and offering opportunities for the Volunteers to enhance the level of service they provide to the citizens, visitors, and workers in Prince George County. Strategic planning has offered numerous opportunities for the Volunteers to be proud of their accomplishments over the past years as well as to focus on what it will take to meet the ever increasing demands placed on public safety.

Data collection continues to trend towards inadequate staffing to handle calls for service and in some cases no response from Prince George units to emergency calls. Stakeholders from all levels in the County have indicated that additional measures need to be implemented that build more reliability in the Fire and EMS response system. Therefore, this work plan offers solutions to meet those requests. In 2014 the focus gravitates around improving staffing levels, 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. System-wide accountability must be considered for further progress to meet the County’s vision of being a global community where families thrive and businesses prosper.

The Director continues to operate with limited assistance at the executive level while managing the three major disciplines of Fire, EMS, and Emergency Management. Mr. Paul Mauger (part-time EMS Consultant) continues to be assigned to oversee EMS operations while the Deputy Director’s position remains vacant. Mr. Donald Hunter serves as the part-time Deputy Emergency Management Coordinator. Mr. Mauger and Mr. Hunter’s tenure thus far have helped elevate the County’s capabilities to respond and recover from all hazards.
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 - Reorganize and Restructure the Fire and EMS Department

Objectives

- Develop common job descriptions for operational positions
- Redefine job descriptions for administrative staff position
- Identify staffing needs to accomplish the reorganization

➤ Performance Measures
  - Did the organization get restructured

Reinforces Initiatives – 1, 2, 3, 4, 5 & 8

Goal 2 - Develop a Dual Function Process for Career Fire/Medics

Objectives

- Identify stakeholders
- Hold initial brainstorming meeting
- Draft a process
- Finalize and communicate the process

➤ Performance Measures
  - Did the process get created

Reinforces Initiatives – 1, 2, 5, 7, 8 & 9
Goal 3 - Implement the Active 911 System

Objectives

- Draft a proposal
- Communicate proposal to organization
- Seek input and approval for proposal
- Implement program

➢ **Performance Measures**
  - Program implemented within target timeframe

*Reinforces Initiatives – 1, 2, 5 & 8*

Goal 4 - Explore a Standard Identification Card System for Volunteers

Objectives

- Develop a program
- Communicate proposal to organization
- Seek input and approval for proposal
- Implement program

➢ **Performance Measures**
  - Program implemented within target timeframe

*Reinforces Initiatives – 1, 2, 5 & 8*
Goal 5 - Explore Options for Comprehensive Fire and EMS Organization involving Both Career & Volunteers

Objectives
- Draft ordinances to strengthen accountability among Fire and EMS organization
- Solicit input from all stakeholders involved with Fire and EMS
- Present draft proposal to the Board of Supervisors

➢ Performance Measures
  o Did the ordinances get drafted

Reinforces Initiative – All

Goal 6 - Complete the OEMS State Inspection Process

Objectives
- Complete the application process
- Revise all necessary documents to ensure compliance
- Coordinate the logistical needs of the inspection

➢ Performance Measures
  o Did the application get submitted
  o Did the inspection take place
  o Did the organization pass the inspection

Reinforces Initiative – 5 & 8
Goal 7 - Increase EMS Insurance Collection Rate

Objectives

- Determine the current collection rate
- Identify areas of improvement
- Implement a plan to address the areas identified

➢ Performance Measures
  - Did the rates increase

*Reinforces Initiatives – 2, 3, 5 & 8*

Goal 8 - Explore Additional Revenue Sources

Objectives

- Implement Hazmat billing process
- Explore billing for automobile accidents for non-county residents

➢ Performance Measures
  - Did new billing get implemented

*Reinforces Initiatives – 2, 3, 5 & 8*
Goal 9 - Implement the Storm Ready® Community Program

Objectives

- Establish a lead point of contact for the project
- Develop a process to receive/gather content
- Hold focus group meetings to complete the project
- Develop and maintain a communication list of all stakeholders

➢ Performance Measures
  - Did a POC get identified
  - Did a process get developed
  - Did the project get completed

Reinforces Initiatives – 1 & 10

Goal 10 - Continue the COOP/COG efforts with County Departments

Objectives

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

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

Reinforces Initiatives – 1 & 10
Goal 11 - Purchase and Install a New Weather Station

Objectives

- Identify equipment needs
- Prepare purchasing documents
- Install equipment
  
  ➢ Performance Measures
    - Did the equipment get identified
    - Did the equipment get installed

*Reinforces Initiatives – 1 & 10*

Goal 12 - Begin the Review and Update Process of the County’s Emergency Operations Plan

Objectives

- Coordinate with the Homeland Security Exercise and Evaluation Program
- Identify training timelines
- Identify who should attend
- Conduct scenario

➢ Performance Measures
  - Was HSEEP involved
  - Did the timelines get identified and communicated
  - Was a scenario conducted

*Reinforces Initiatives – 1 & 10*
Goal 13 - Continue Support of LEPC

Objectives

- Review the strategic business plan
- Ensure that activities are in-line with the plan
- Bring the LEPC into full compliance with VDEM/FEMA

➤ Performance Measures
  - Did the plan get reviewed
  - Was there a need for revision

*Reinforces Initiatives – 1 & 10*

Goal 14 - Coordinate the 2014 Statewide Tornado Drill

Objectives

- Identify target date
- Communicate expected activities
- Solicit feedback on areas of improvement

➤ Performance Measures
  - Did a date get set
  - Were participants knowledgeable about expectations
  - Was feedback received

*Reinforces Initiatives – 1 & 10*
Goal 15 - Conduct the 2014 EMS Appreciation Picnic

Objectives

- Identify a date and time
- Determine the location
- Develop a menu
- Purchase give-away items

➢ Performance Measures
  - Did the picnic take place

Reinforces Initiatives – 1 & 7

Goal 16 - Ensure that Prince George Fire and EMS is Involved with Local, Regional, and State Stakeholder Groups

Objectives

- Identify applicable councils and associations that fit the Mission of PGFEMS
- Identify who will serve as the PGFEMS liaison
- Determine budget to support the participation
- Identify dates in which meeting, conferences, etc. will be held
- Host as many of the meeting in Prince George County as allowable

➢ Performance Measures
  - Did PGFEMS get involved

Reinforces Initiatives – 1 & 8
Goal 17 - Develop Standard Procedures for Public Education Events

Objectives

- Review current process with staff and volunteers
- Update the information screening for call takers
- Have office staff review for input
- Develop process

  ➢ Performance Measures
    ➢ Did the procedure get developed

Reinforces Initiatives – 1 & 5

Goal 18 - Conduct Hose Testing for All Fire Companies

Objectives

- Identify a project lead
- Develop dates and location
- Determine logistical needs
- Communicate the plan with all Volunteer Fire Chiefs

  ➢ Performance Measures
    ➢ Did the testing take place

Reinforces Initiatives – 5 & 8
Goal 19 - Conduct a Campaign for the Open Burning Ban

Objectives

- Establish date
- Determine the supplies needed
- Communicate information with the community

➤ Performance Measures
  - Did the date, time, and locations get established
  - Did the campaign take place

Reinforces Initiatives – 1 & 8

Goal 20 - Conduct a Hurricane Preparedness Campaign

Objectives

- Establish date
- Determine the supplies needed
- Communicate information with the community

➤ Performance Measures
  - Did the date, time, and locations get established
  - Did the campaign take place

Reinforces Initiatives – 1 & 10
Goal 21 - Conduct Fire Fighter Level II Training

Objectives

- Determine who will be leading the program
- Determine the dates
- Complete proper paperwork to VDFP
- Coordinate a final testing date and location

➤ Performance Measures
  - Did the date, time, and locations get established
  - Did the training get conducted

*Reinforces Initiatives – 2, 5 & 8*

Goal 22 - Continue to Monitor Volunteer Station Upgrade Plan

Objectives

- Review current building progress
- Determine the next station to be upgraded

➤ Performance Measures
  - Did the timelines stay on target

*Reinforces Initiatives – 1, 4 & 9*
Goal 23 - Explore Countywide Operational Procedures

Objectives

- Identify which Fire and EMS companies are willing to participate
- Determine Engine Company Operations
- Determine Truck Company Operations

➢ Performance Measures
  o Did the procedures get identified

Reinforces Initiatives – 1, 2, 5 & 8

Goal 24 - Provide Incident Command Training Opportunities

Objectives

- Identify the needs of the first responders
- Determine the topics to be outlined in the class
- Determine logistical support needed for the class

➢ Performance Measures
  o Did the training take place

Reinforces Initiatives – 1, 2, 5 & 8
Goal 25 - Coordinate employee training (24 hours)

Objectives
- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training

➢ Performance Measures
  - Did the training take place

Reinforces Initiatives – 1, 2, 5 & 8

Goal 26 - Provide MAYDAY Firefighter Down Training

Objectives
- Identify training needs of the first responders
- Identify a date and location for the training
- Provide opportunities to achieve the training

➢ Performance Measures
  - Did the training take place

Reinforces Initiatives – 1, 2, 5 & 8
Goal 27 - Support Grant Initiatives for All Volunteer Fire and EMS Companies

Objectives

- Assist with requests from the Volunteer Fire and EMS Companies to apply for grants

  ➢ Performance Measures
    - How many grants were applications were processed

  Reinforces Initiatives – 1, 3, 4, 6 & 8

Goal 28 - Conduct Leadership Training with Officers

Objectives

- Identify training needs of the officers
- Determine the topics that would be applicable
- Provide the training

  ➢ Performance Measures
    - Did the training take place

  Reinforces Initiatives – 1, 2, 5 & 8
Goal 29 - Finalize the Written EMS Response Plan

Objectives

- Define the Suburban Service Corridor and the Rural Preservation Area of the County
- Identify average response times for Fire and EMS calls in both areas
- Determine the 90% fractile response time for both areas

➤ Performance Measures
  - Did the plan get finalized

Reinforces Initiatives – 1, 4, 5 & 8

Goal 30 - Monitor Staffing Levels at Emergency Incidents

Objectives

- Identify average staffing levels at emergency incidents
- Compare the average staffing levels to local, regional, national and industry standards
- Provide solutions to improve staffing levels

➤ Performance Measures
  - Were solutions provided

Reinforces Initiatives – 1, 5 & 8
Goal 31 - Develop Communication Templates for Emergency Events

Objectives
- Define the routine emergency types that impact areas of the County
- Identify protective measures needed during such emergency events
- Provide draft templates
  - Performance Measures
    - Did the templates get created

*Reinforces Initiatives – 1 & 10*

Goal 32 - Visit Another Fire and EMS Organization

Objectives
- Identify challenges currently faced by PGFEMS
- Compare operation between organizations
- Identify solutions for improvement in PGFEMS
  - Performance Measures
    - Were challenges identified
    - Were solutions created

*Reinforces Initiatives – All*
Goal 33 - Prepare the 2013 Annual Report

Objectives

- Gather data and statistics from 2013
- Highlight accomplishments from 2013
- Identify strengths within the organization

➢ Performance Measures
  - Did the report get prepared

Reinforces Initiatives – All

Goal 34 - Present a Feasibility Study for Future Fire/EMS Station Locations

Objectives

- Identify current coverage areas
- Compare the current areas to local, regional, national and industry standards
- Provide solutions to improve coverage

➢ Performance Measures
  - Did the study get conducted
  - Did the presentation take place

Reinforces Initiatives – All
Conclusion

As we continue to move forward with the County's vision to be a global community, the Department of Fire, EMS, and Emergency Management continues to ensure the leaders are aware of the public safety infrastructure needed to achieve the vision. 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 leader's direction and vision to be a global community where families thrive and businesses prosper.