Prince George Fire and Emergency Medical Services

Six Month Work Plan

January 1 – June 30

2015
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**EXECUTIVE SUMMARY**

The Department of Fire and EMS has strengthened the response system as laid out in previous plans. The focus on building cohesion with all stakeholders and offering opportunities for the Volunteers to enhance the level of service continues but has not elevated our organization to meet industry standards. Strategic planning has helped provide numerous opportunities for the Volunteers to be proud of their accomplishments in the past. Continuing efforts are being made 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 is a continuing challenge. The proposed plan facilitates the migration of service level from rural response to suburban response in our high growth areas.

Data trends and citizen 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 newly adopted Fire and EMS ordinance has developed some levels of accountability and are now being tested.

The need for additional staffing at all levels should be strongly considered and fully supported to ensure the three major disciplines of Fire, EMS, and Emergency Management are properly managed. 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 experience and input have helped elevate the County’s capabilities to respond and recover from all hazards. A reclassification of key positions is being proposed to help implement crucial levels of accountability to augment the executive staffing needs.
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 2014 annual report

Objectives

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

Performance Measures

➢ Did the report get presented

Goal 2  Propose a reclassification of key positions in Fire & EMS

Objectives

❖ Determine key positions to be reclassified
❖ Draft job descriptions
❖ Present findings to County Administration and the Board of Supervisors

Performance Measures

➢ Did the positions get identified
➢ Did the descriptions get drafted
➢ Did the proposal get presented
Goal 3  
Revise or develop Standard Operating Procedures

**Objectives**

- Develop a Fire Report SOP
- Develop a Facility Repair/Work Order SOP
- Revise the Training Standards SOP
- Revise the Volunteer Incentive Program SOP

**Performance Measures**

- Did the SOP’s get created
- Did the SOP’s get revised

Goal 4  
Conduct a “Box Top” collection campaign

**Objectives**

- Determine schools that will participate
- Determine the participating schools' needs
- Send out information to county citizens about the program

**Performance Measures**

- Did the schools get identified
- Did the schools’ needs get identified
- Number of box tops collected
Goal 5  Explore additional grant opportunities

Objectives

 Identify departmental needs
 Prioritize the list of needs
 Match the needs with the applicable funding source

Performance Measures

➢ Did a list of needs get identified
➢ Did the list get prioritized
➢ How many grants were submitted

Goal 6  Establish an Emergency Communications Advisory Council

Objectives

 Identify representatives
 Identify scope of oversight
 Determine short term and long term goals

Performance Measures

➢ Did the Council get created
Goal 7  Establish an MOU with ARES

Objectives

- Review Draft MOU
- Present MOU to the Board of Supervisors

Performance Measures

- Did the MOU get established

Goal 8  Enhance the Fire and EMS response capabilities to flammable
         liquid incidents

Objectives

- Analyze current capabilities
- Create applicable procedures
- Provide training to all personnel on procedures

Performance Measures

- Did the current capabilities get analyzed
- Did the procedures get created
- Did the training get conducted
Goal 9  Create a Logistics Division

Objectives

- Create job description for Division Chief - Logistics
- Determine short term and long term goals

Performance Measures

- Did the division get established

Goal 10  Renumber medic/ambulance units

Objectives

- Identify 1st, 2nd, and 3rd out assignments
- Create transferable placards
- Update the unit data in CAD

Performance Measures

- Did the units get renumbered
- Did the placards get created
- Did CAD get updated
Goal 11  Develop new specifications for turnout gear

Objectives

- Create evaluation criteria
- Send evaluation information to vendors
- Conduct field trials
- Engage in a new contract

Performance Measures

- Did the criteria get developed
- Did vendors get notified
- Did field trials take place
- Did a final contract get created

Goal 12  Re-evaluate the ambulance specifications

Objectives

- Create evaluation criteria
- Send evaluation information to vendors
- Review specification results
- Engage in a new contract

Performance Measures

- Did the criteria get developed
- Did vendors get notified
- Did specifications get reviewed
- Did a final contract get created
Goal 13  
Monitor apparatus construction process

Objectives

- Conduct engineering meeting
- Conduct post paint inspection
- Establish a meeting date for the final inspection

Performance Measures

- Did the engineering meeting take place
- Did the post paint inspection take place
- Did the date get established for the final inspection

Goal 14  
Monitor Carson Fire and EMS station construction process

Objectives

- Attend construction progress meetings
- Provide input on changes and usage of the building
- Relay information to the Carson Volunteer Leadership

Performance Measures

- Did the meeting take place
- Did the information get relayed
Goal 15  Develop a renovation plan for Burrowsville Fire Station

Objectives

- Attend architectural and engineering meeting
- 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 16  Implement phase two of Image Trend

Objectives

- Migrate fire data into the system
- Conduct training sessions on changes
- Determine “go live” date

Performance Measures

- Did the data get transferred
- Did training take place
- Did the date get established
Goal 17  Implement OSSI Freedom Application on iPads

Objectives

- Conduct training sessions
- Install app on devices
- Re-evaluate quality of data

Performance Measures

- Did training take place
- Did the app get installed
- Did the data get reviewed

Goal 18  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 19  
Create a Training Division

Objectives

- Create job description for Division Chief - Training
- Determine short term and long term goals

Performance Measures

- Did the division get established

Goal 20  
Conduct a training analysis on all Fire and EMS personnel

Objectives

- Create the assessment form
- Visit each station and perform the assessment
- Compile data into a report

Performance Measures

- Did the training analysis get conducted
Goal 21  Conduct orientation training with the leadership of the Fire and EMS companies

Objectives

- Create presentation
- Present at the January PGFEMS Advisory Board meeting
- Follow up with any personnel not in attendance

Performance Measures

- Did the training take place

Goal 22  Coordinate the 2015 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 23  Develop guidelines for graduation ceremonies

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 24  Conduct Strategies and Tactics /Single Family Dwelling Fires- Level 2 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 25    Conduct MAYDAY Rapid Intervention 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 26    Conduct Driver Aerial Operator 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 27  Conduct Crisis Intervention 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 28  Provide opportunities for at least 12 hours of administrative staff 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 29  Explore the feasibility of a written test process for employment

Objectives

- Identify areas to be tested
- Determine the logistics involved in the program
- Identify the program

Performance Measures

- Did a feasible program get identified

Goal 30  Explore the feasibility of a physical agility testing program for employment

Objectives

- Identify areas to be tested
- Determine the logistics involved in the program
- Identify the program

Performance Measures

- Did a feasible program get identified
Goal 31  Establish an eligibility list for employment

Objectives

❖ Conduct a recruitment period
❖ Conduct interviews
❖ Prioritize rankings

Performance Measures

➤ Did a list get established

Goal 32  Coordinate CAD training with the Police Department

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 33    Develop a Community Outreach and Risk Reduction Division

Objectives

- Create job description for Division Chief - Community Outreach and Risk Reduction
- Determine short term and long term goals

Performance Measures

- Did the division get established

Goal 34    Conduct EMS Appreciation Week activities

Objectives

- Determine a time frame and venue for the picnic
- Determine the logistics involved in the program
- Heavily market the program

Performance Measures

- Did the picnic take place
Goal 35  Conduct a 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 36  Conduct lifeguard training

Objectives

- Determine a time, date and location
- Determine the logistics involved in the program
- Market the program

Performance Measures

- Did the training take place
Goal 37  Develop a Behavioral Health and Wellness program

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 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 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 40  Continue the Continuity of Operations Planning efforts with County Departments

Objectives

- Conduct a review with Fleet Management
- Finish the review with the Police Department
- Finish the review with the I.T. department

Performance Measures

- Did the plans get finished
- Did the plans get presented
Goal 41 Establish a CERT program

Objectives

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

Performance Measures

- Did the program get established

Goal 42 Establish an Automatic Aid Agreement with Hopewell Fire Department

Objectives

- Identify the area to be covered
- Identify call types to engage the agreement
- Review and report the progress

Performance Measures

- Did the area get identified
- Did the call types get identified
- Did the progress get reported
Goal 43  Enroll the Director in the Chief Fire Officer credentialing program

Objectives

- Complete the application process
- Prepare the technical competency reports
- Establish a date to interview with the review panel

Performance Measures

- Did the director enroll
- Did the date get established with the review panel

Goal 44  Coordinate a softball tournament between the Fire/EMS and the Police Department

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 45  
**Partner with the Police Department to determine long-term solutions for a public safety radio system**

**Objectives**

- Review previous workgroup recommendations
- Determine if a 3\textsuperscript{rd} party is needed to assist
- Begin compiling recommendations for next generation 911

**Performance Measures**

- Did the previous studies get reviewed
- Was a 3\textsuperscript{rd} party needed/contracted
- Were recommendations made

Goal 46  
**Conduct a feasibility study for a satellite Fire and EMS station on James River Drive**

**Objectives**

- Determine the building footprint
- Identify locations for the station
- Determine who will negotiate the land acquisitions

**Performance Measures**

- Did the footprint get identified
- Did locations get identified
- Did a negotiator get identified
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.