Prince George Fire and Emergency Medical Services

Six Month Work Plan

July 1- December 31
2014
Table of Contents

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

Initiatives ........................................................................................................................................ IV

Goals, Objectives, and Performance Measures ........................................................................... V - XXIV

Conclusion ....................................................................................................................................... XXV
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 has begun but needs to be closely monitored. Strategic planning has helped provide numerous opportunities for the Volunteers to be proud of their accomplishments in the past. Efforts continue to be made to help the 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 will be a challenge. The proposed plan continues to facilitate the migration of service level from rural response to suburban response.

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. A proposal for system-wide accountability has been presented. However, in order to continue improving services, the County must implement the proposed Fire and EMS Ordinance.

The need for additional staffing at the executive level needs to be strongly considered 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 reorganization is being proposed to help implement crucial levels of accountability to augment the executive staffing needs.
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, 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
- Merge the Fire plan and the EMS plan into one

Performance Measures

- What percentage of goals were accomplished
- Did the meetings take place
- Were the goals revised
- Did the two plans get merged

Reinforces Initiatives - All

Goal - 2        Implement a new I.D. card system for first responders

Objectives

- Purchase the approved I.D. card program
- Identify administrators of the program
- Create a card design
- Develop a process for new and replacement I.D.’s

Performance Measures

- Did the system get implemented
- Did a card get designed
- Did a process get developed

Reinforces Initiatives – 7, 8, & 10
Goal - 3  Continue the Continuity of Operations Planning efforts with County Departments

Objectives

- Have prepared forms distributed to personnel
- Hold meeting with individual 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 - 4  Reorganize and restructure Fire & EMS

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 - 5  Implement recommended changes to the County's Emergency Operations Plan

Objectives

❖ Review the information presented in the plan
❖ Determine what elements need to be updated
❖ Make revisions and present to the Board of Supervisors

Performance Measures

- Did the plan get reviewed
- Did the presentation get made to the Board of Supervisors

Reinforces Initiatives – 1 & 10

Goal - 6  Continue to monitor Station Upgrade process

Objectives

❖ Review the plan agreed upon by the Chiefs
❖ Determine the next station to be upgraded
❖ Monitor progress with Buildings and Grounds

Performance Measures

- Did the plan get reviewed
- Did the next station get identified
- Did renovations take place

Reinforces Initiatives – 1, 4 & 9
Goal - 7  Explore a Fire and EMS youth camp

*Objectives*

- Identify a time frame
- Identify the target audience
- Assess the feasibility and logistical needs

*Performance Measures*

- Did the timeframe get reviewed
- Did the target audience get identified
- Did the logistical needs get identified

Reinforces Initiatives – 1, 5 & 8

Goal - 8  Explore the Chief Fire Officer credentialing program

*Objectives*

- Identify application process
- Determine eligibility criteria
- Gather the necessary documentation

*Performance Measures*

- Did the process get reviewed
- Was eligibility determined
- Were the required documents obtained

Reinforces Initiatives – 1, 2, 5 & 8
Goal - 9  Develop Standard Operating Procedures

**Objectives**

- Review SOP’s needs that work groups identified
- Revise the SOP’s based on Department feedback
- Prepare the SOP’s into official document format

**Performance Measures**

- Did the SOP’s get identified
- Were all personnel given an opportunity to provide feedback
- Were the documents prepared to be adopted

Reinforces Initiatives – 1, 5, 8 & 10

Goal - 10  Conduct ladder and aerial testing

**Objectives**

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

**Performance Measures**

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

Reinforces Initiatives – 1, 5, 8 & 10
Goal - 11  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

Reinforces Initiatives – 1, 7 & 10

Goal - 12  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

Reinforces Initiatives – 1, 7 & 10
Goal - 13  Conduct the Statewide Earthquake Drill

Objectives

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

Performance Measures

- Did the drill get conducted

Reinforces Initiatives – 1, 2, 8 & 10

Goal - 14  Conduct Winter Weather Safety Campaign

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

Reinforces Initiatives – 1, 2, 8 & 10
Goal - 15  Provide opportunities for at least 12 hours of administrative staff training

Objectives

- Identify target training needs
- Seek area opportunities
- Match training with appropriate employee

Performance Measures

- Did the training take place

Reinforces Initiatives – 2, 8 & 10

Goal - 16  Explore a career development program

Objectives

- Establish a project team
- Identify project lead
- Determine the commitment need to implement the program

Performance Measures

- Did a team get established
- Did their findings get reviewed

Reinforces Initiatives – 2, 3, 4, 7 & 8
Goal - 17  Identify risk factors for the define planning areas

Objectives

- Identify each fire district as a planning area
- Meet with GIS to analyze data for each district
- Create a report to show results

Performance Measures

- Were the districts identified
- Did GIS analyze the data
- Did the report get created

Reinforces Initiatives – 1, 5, 8 & 10

Goal - 18  Explore benchmarks to define the standards of cover for certain hazards

Objectives

- Conduct a hazard analysis and risk assessment on the community
- Determine resource needs to incident types
- Identify standard responses to incident types

Performance Measures

- Did the hazard analysis and risk assessment get completed
- Did resource needs get identified
- Did response times get identified

Reinforces Initiatives – 1, 5, 8 & 10
Goal - 19  Compare current baselines and benchmarks to industry standards

Objectives

❖ Review the hazard analysis and risk assessment on the community
❖ Determine current capabilities
❖ Compare current capabilities to industry standards

Performance Measures

❖ Did the comparison get conducted

Reinforces Initiatives – 1, 5, 8 & 10

Goal - 20  Explore automatic aid agreements

Objectives

❖ Review the hazard analysis and risk assessment on the community
❖ Determine the department’s ability to meet industry standards
❖ Determine which agencies would provide the greatest amount of assistance

Performance Measures

❖ Did the agreements get identified

Reinforces Initiatives – 1, 5, 8 & 10
Goal - 21 Develop written guidelines for the annual budget process

**Objectives**

- Review the County's budget process
- Identify target dates for deadlines
- Send the draft out for review

**Performance Measures**

- Did the dates get identified
- Did the draft go out for review
- Did the guidelines get developed

Reinforces Initiatives – 1, 3, 4 & 5

Goal - 22 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

Reinforces Initiatives – 1, 3, 4 & 5
Goal - 23  Conduct Incident Command training

Objectives

❖ Identify the needs of the first responders
❖ Determine the topics to be outlined in the class
❖ Determine logistical needs for the class

Performance Measures

▪ Did the dates get established
▪ Did the location get identified
▪ Did the training take place

Reinforces Initiatives – 1, 2, 5, 8 & 10

Goal - 24  Conduct Infectious Disease Control training

Objectives

❖ Identify the needs of the first responders
❖ Determine the changes to be outlined in the class
❖ Determine logistical needs for the class

Performance Measures

▪ Did the dates get established
▪ Did the location get identified
▪ Did the training take place

Reinforces Initiatives – 1, 2, 5, 8 & 10
Goal - 25  Monitor the construction process for the Carson Fire and EMS Station

Objectives

- Participate in established meetings with the design team
- Ensure design plans are being followed
- Determine changes that may need to be established

Performance Measures

- Did the meetings take place
- Were the plans being followed

Reinforces Initiatives – 1, 8 & 9

Goal - 26  Begin phase 1 of the new records management system migration

Objectives

- Ensure the project management team has established benchmarks
- Install new system and conduct multiple training sessions
- Install new electronic patient care reporting devices in EMS units

Performance Measures

- Did the project team stay on target
- Did the system get installed
- Did the devices get installed

Reinforces Initiatives – 1, 2, 3 & 8
Goal - 27  Implement a SCBA fit testing program

Objectives

- Identify technicians to conduct the testing
- Identify target dates to conduct annual testing

Performance Measures

- Did the program get implemented

Reinforces Initiatives – 1, 2, 5 & 8

Goal - 28  Conduct a regional Homeland Security Exercise and Evaluation Program

Objectives

- Identify dates for the event
- Identify hazard to assess
- Conduct necessary drills

Performance Measures

- Did the program get conducted

Reinforces Initiatives – 1, 2, 5, 8 & 10
Goal - 29    Explore additional grant opportunities

Objectives

- Identify equipment needs of the department
- Identify opportunities that fit within the department's needs
- Make application to the correct grant sources

Performance Measures

- Did the needs get identified
- Did new opportunities get identified
- Did the department make application

Reinforces Initiatives – 1, 3, 4 & 5

Goal - 30    Increase the number of Phoenix Shelter Management Kits

Objectives

- Identify the current level of kits
- Identify opportunities to purchase new kits
- Conduct training on new kits

Performance Measures

- Did the department increase the amount of kits
- Did training take place on the kits

Reinforces Initiatives – 1, 2 & 10
Goal - 31  Re-evaluate current emergency shelters in the County

Objectives

- Identify the current designated emergency shelters
- Identify the capabilities of current shelters
- Identify if the current number of shelters is adequate

Performance Measures

- Did the current shelters get identified
- Did the capabilities get assessed
- Are the number of shelters adequate

Reinforces Initiatives – 1 & 10

Goal - 32  Identify new emergency shelters in the County

Objectives

- Review the assessment of current designated emergency shelters
- Identify new areas that would benefit from emergency shelters
- Identify potential emergency shelters in the targeted areas

Performance Measures

- Did the assessment get reviewed
- Did the shelters get identified

Reinforces Initiatives – 1 & 10
Goal - 33  Conduct a Survivor Day program for the community

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

Reinforces Initiatives – 1 & 10

Goal - 34  Explore the interest of creating a CERT within the community

Objectives

- Determine the needs of the community
- Identify target audience

Performance Measures

- Was there interest in the program

Reinforces Initiatives – 1 & 10
Goal - 35  
**Conduct a campaign on the Storm Ready Designation**

*Objectives*

- Issue a press release on the County’s status
- Conduct a presentation to the Board of Supervisors on Storm Ready
- Incorporate the program guidelines in future presentations and publications

*Performance Measures*

- Did the campaign take place
- Were there presentations made

Reinforces Initiatives – 1 & 10

Goal - 36  
**Update the VHF radios to become narrowband compliant**

*Objectives*

- Assess the current radio status
- Determine the equipment needed to perform the work
- Communicate the projected timelines of updating through the organization

*Performance Measures*

- Did update take place

Reinforces Initiatives – 1, 2, 3, 4, 5 & 8
Goal - 37  Reprogram all Fire and EMS radios with a new template and identifiers

**Objectives**

- Develop a new radio template and seek input from organization
- Have the radio programming team develop a timeline for completion
- Communicate the projected timelines of updating through the organization

**Performance Measures**

- Did update take place

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

Goal - 38  Partner with other resources to conduct hands only CPR training for the public

**Objectives**

- Identify key stakeholders to form partnership
- Identify multiple venues to provide the training
- Identify dates to conduct the training

**Performance Measures**

- Did the training take place

Reinforces Initiatives – 1, 2, 7, 8 & 9
Goal 39  Explore a revised fire alarm ordinance

Objectives

❖ Determine who will be leading the program
❖ Determine areas to change
❖ Draft a new ordinance

Performance Measures

▪ Did the areas of change get identified
▪ Did a draft get created

Reinforces Initiatives – 2, 5 & 8

Goal 40  Host a professional organizational meeting

Objectives

❖ Identify organization
❖ Identify location, date, and time to hold the meeting

Performance Measures

▪ Did the meeting take place

Reinforces Initiatives – 1, 2, 7, 8 & 9
Goal - 41  Explore a lifeguard certification program

Objectives

- Identify a program that meets the needs of the community
- Identify a location and time of year to hold the training

Performance Measures

- Did the program get identified
- Did the location and time get identified

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

Goal - 42  Conduct an ISO re-evaluation

Objectives

- Identify areas that have improved
- Submit the required documentation for the update
- Report the findings to the Board of Supervisors

Performance Measures

- Did the rating get re-valuated

Reinforces Initiatives – 1, 2, 7, 8 & 9
Goal - 43  Explore the feasibility of separating the ECC into a stand-alone Department

Objectives

❖ Develop a scope of work
❖ Determine who will be conducting the evaluation
❖ Identify a time period to conduct the study
❖ Communicate the projected timeline for completion

Performance Measures

❖ Did study take place

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