

Prince George Fire and Emergency Medical Services



Six Month Work Plan

January 1 – June 30

2017



Table of Contents

Executive Summary.....III

**Initiatives and
Authority.....IV**

Goals, Objectives, and Performance Measures.....VI - XXIX

Conclusion.....XXX



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 2016 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 jurisdictions
- ❖ Match the needs with the applicable funding source

Performance Measures

- Did a list of needs get identified
- Did the project change and continue



Goal 3 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

Performance Measures

- What percentage of goals were accomplished
- Did the meetings take place
- Were the goals revised

Goal 4 Establish an eligibility list for employment

Objectives

- ❖ Conduct a recruitment period
- ❖ Conduct testing and interviews
- ❖ Prioritize rankings

Performance Measures

- Did a list get established



Goal 5 Enhance the physical agility testing process for employees

Objectives

- ❖ Establish dates for testing
- ❖ Communicate the additional requirements
- ❖ Compare scores from previous testing

Performance Measures

- Did the program get enhanced

Goal 6 Conduct Phase II of the public safety radio system

Objectives

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

Performance Measures

- Did the scope of work get reviewed
- Was feedback provide for the system
- Were the deliverable accurate



Goal 7 Continue the James River Drive Fire and EMS Station Project

Objectives

- ❖ Attend architectural and engineering meetings
- ❖ 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 8 Continue efforts with the Heritage Center for a Fire and EMS Museum

Objectives

- ❖ Coordinate with the demolition work
- ❖ Have work group provide feedback for concept
- ❖ Identify options to include in the museum

Performance Measures

- Did the demolition work take place
- Did the work group provide feedback to the architect
- Did options get identified



Goal 9 Implement a system volunteer program

Objectives

- ❖ Establish procedures in accordance with the Fire and EMS Ordinance
- ❖ Identify a program manager
- ❖ Establish criteria for enrollment
- ❖ Explore grant opportunities for funding

Performance Measures

- Did the program get developed
- How many personnel enrolled

Goal 10 Implement and monitor new dispatching system

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 2016 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 Fire training Programs
- ❖ Redefine the Captain of Training's scope

Performance Measures

- Did the expansion occur



Goal 13 Implement an Unmanned Aerial Vehicle Program

Objectives

- ❖ Determine project manager
- ❖ Complete required documents for regulations
- ❖ Determine the criteria for deployment

Performance Measures

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

Goal 14 Improve the wireless connectivity capabilities on medic units

Objectives

- ❖ Determine project manager
- ❖ Procure required hardware and interfaces
- ❖ Determine plan for long-term support

Performance Measures

- Did the project manager get identified
- Did a long-term support get planned
- Did the program get implemented



Goal 15 Coordinate a County-wide blood drive

Objectives

- ❖ Market the program and
- ❖ Determine the logistics involved in the program
- ❖ Coordinate registration

Performance Measures

- Did the events take place
- How many donors enrolled

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 Present a Fire and EMS Career Development program

Objectives

- ❖ Establish a qualifications for eligibility
- ❖ Coordinate the cost associated with the program
- ❖ Provide the Board of Supervisors with program highlights

Performance Measures

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

Goal 18 Develop qualifications and standards for EMS Field Training Staff

Objectives

- ❖ Identify applicable state guidelines and regulations
- ❖ Identify criteria for staff members
- ❖ Implement programs

Performance Measures

- Did guidelines get identified
- Did the criteria identified
- Did the program get created



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 3rd 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

Goal 24 Reconfigure the Fire and EMS office workspace area

Objectives

- ❖ Determine the most effective areas for key employees
- ❖ Determine the logistics involved in the move
- ❖ Implement the plan

Performance Measures

- Did the space get re-allocated



Goal 25 Re-allocate the EOC conference room for office space

Objectives

- ❖ Determine a timeline for transition
- ❖ Procure the needed logistical items
- ❖ Communicate the transition

Performance Measures

- Did the space get re-allocated

Goal 26 Implement the Laser Fiche program

Objectives

- ❖ Coordinate the program with I.T.
- ❖ Identify content to be included
- ❖ Determine timeline for turnaround
- ❖ Assign a project lead and alternate

Performance Measures

- Did the program get implemented



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 2nd 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 2017 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 Partner with Law Enforcement to coordinate active shooter response procedures

Objectives

- ❖ Determine a time frame and venue
- ❖ Determine the logistics involved in the program
- ❖ Implement the program

Performance Measures

- Did the procedures get consolidated

Goal 34 Conduct fire extinguisher training for the public

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 35 Conduct Mental Health First Aid 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 logistics and storage
- ❖ Determine areas to use for training
- ❖ Coordinate with all stakeholders

Performance Measures

- Did the space get identified

Goal 38 Explore alternative electronic medical records systems

Objectives

- ❖ Determine areas that need improvement
- ❖ Compare capabilities of current system with others
- ❖ Determine the feasibility of making the improvements

Performance Measures

- Did the improvements get identified
- Were other systems compared to the current system
- Did the feasibility get reported



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 Continue auditing the personnel filing process for compliance

Objectives

- ❖ Develop a fire wall plan for personnel files
- ❖ Work with Human Resources to establish fire wall folders
- ❖ Attend fire wall training with Human Resources

Performance Measures

- Did the fire wall plan get developed
- Did the employees attend training



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 Continue the security risk assessment for electronic medical records

Objectives

- ❖ Research and identify security risk assessment plans
- ❖ Work with IT to put plan into action
- ❖ Identify risks / violations

Performance Measures

- Did the plan get created
- What risks/ violations were found
- What measures were taken to prevent future violations



Goal 43 Develop an 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 Develop a medical billing compliance manual

Objectives

- ❖ Research manuals offered through the National Academy of Ambulance Coding
- ❖ Attend Compliance writing training in June 2017
- ❖ Develop a manual specific to Prince George

Performance Measures

- Did the research take place
- Did the training take place
- Did the manual get developed



Goal 45 Expand 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 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 47 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 48 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



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.