

Prince George Fire and Emergency Medical Services



Six Month Work Plan

July 1 – December 31

2018



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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 Conduct the physical agility testing process for current employees and new candidates

Objectives

- ❖ Conduct training sessions for enhanced testing program
- ❖ Evaluate the times for current employees to complete the process
- ❖ Establish standards for annual performance by employees

Performance Measures

- Did the training sessions take place
- Did the average time get established
- Did the annual standards get established

Goal 2 Continue efforts on the Burn Building project

Objectives

- ❖ maintain VDFP requirements
- ❖ Coordinate efforts with other departments
- ❖ Issue IFB

Performance Measures

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



Goal 3 Present the Fire and EMS strategic plan

Objectives

- ❖ Select a date for the Advisory Board Presentation
- ❖ Select a date for the Board Of Supervisors
- ❖ Present the plan

Performance Measures

- Did the dates get set
- Did the plan get presented

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 Implement a mini academy for new full time employees

Objectives

- ❖ Determine the lead point of contact
- ❖ Establish dates
- ❖ Determine the content of the program

Performance Measures

- Did the program get implemented

Goal 6 Continue 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 provided for the system
- Were the deliverables accurate



Goal 7 Continue the Fire and EMS Station 7 project

Objectives

- ❖ Attend Construction Meetings
- ❖ Determine response area and deployment in CAD
- ❖ Determine alerting and dispatching process

Performance Measures

- Did the documents get created
- Did the processes get identified

Goal 8 Conduct infectious disease control initiatives

Objectives

- ❖ Identify the immunizations that need to be offered
- ❖ Provide the training outlined by OSHA
- ❖ Determine logistical needs for compliance

Performance Measures

- Did the immunizations get identified
- Was the training provided
- Did we meet compliance



Goal 9 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

Goal 10 Conduct SCBA testing

Objectives

- ❖ Coordinate and establish dates, times and locations for fit testing
- ❖ Coordinate and establish dates, times and locations for flow testing
- ❖ Communicate times and locations to all Fire and EMS Companies
- ❖ Communicate OSHA and NFPA guidelines for testing
- ❖ Conduct and complete testing

Performance Measures

- Did the dates, times, and locations get established and communicated
- Did the guidelines get communicated
- Did the testing take place



Goal 11 Implement an emergency response rehab unit program

Objectives

- ❖ Develop response criteria
- ❖ Determine the logistics involved
- ❖ Communicate information with the entire organization

Performance Measures

- Did the response criteria get established
- Did the logistics get identified
- Did the information get communicated

Goal 12 Assess the mass casualty incident response capabilities

Objectives

- ❖ Evaluate the status of our current capabilities
- ❖ Determine logistics needed
- ❖ Present findings to the Director for budget considerations

Performance Measures

- Did the program get implemented



Goal 13 Continue expanding the unmanned aerial system program

Objectives

- ❖ Partner with the Police Department
- ❖ Provide required training for regulations
- ❖ Determine the criteria for rotational deployment

Performance Measures

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

Goal 14 Continue developing unit specific training manuals for Fire and EMS apparatus

Objectives

- ❖ Establish a work group
- ❖ Identify targeted units
- ❖ Develop a draft version of the manuals

Performance Measures

- Did the units get identified
- Did a work group get established
- Did the manuals get drafted



Goal 15 Continue efforts of the SCBA workgroup

Objectives

- ❖ Continue evaluation of SCBA Units from various vendors
- ❖ Review and rank evaluation reports from department members
- ❖ Develop draft document with recommended vendor for SCBA replacement

Performance Measures

- Did the evaluations take place
- Did the brands get ranked
- Did the recommendations get drafted

Goal 16 Monitor the new EMS Mentor/Precepting program

Objectives

- ❖ Review procedures in accordance with the Fire and EMS OMD
- ❖ Review criteria for enrollment
- ❖ Review the program's effectiveness

Performance Measures

- Did the program get reviewed
- How effective has it been



Goal 17 Continue effort with the apparatus replacement work group

Objectives

- ❖ Establish guidelines for replacement
- ❖ Coordinate the cost associated with the program
- ❖ Provide the Director with program highlights

Performance Measures

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

Goal 18 Conduct annual pump testing

Objectives

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

Performance Measures

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



Goal 19 Provide outreach initiatives during the National Night Out

Objectives

- ❖ Identify target groups
- ❖ Select appropriate materials
- ❖ Provide fire and life safety demonstrations to the groups

Performance Measures

- Were the groups identified
- Were the materials selected
- Did the demonstration take place

Goal 20 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



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 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



Goal 23 Conduct one 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 Conduct annual ladder and aerial testing

Objectives

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

Performance Measures

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



Goal 25 Implement Target Solutions training program

Objectives

- ❖ Coordinate with all stakeholders
- ❖ Determine a list of standard training programs
- ❖ Develop a tracking mechanism for organizational improvement

Performance Measures

- Did the program get implemented

Goal 26 Evaluate the current recruitment and retention initiatives

Objectives

- ❖ Review current process
- ❖ Identify areas for improvement
- ❖ Draft an updated program

Performance Measures

- Did the program get evaluated



Goal 27 Explore opportunities to expand the training division

Objectives

- ❖ Determine areas that need to be addressed
- ❖ Determine the logistics involved in the program
- ❖ Determine a timeline for implementation

Performance Measures

- Did the opportunities get explored

Goal 28 Implement a county-wide incident accountability program

Objectives

- ❖ Identify current regulations and standards
- ❖ Determine the logistics involved in the program
- ❖ Create a SOP for review

Performance Measures

- Did the regulations get identified
- What logistics will it take
- Did a SOP get developed



Goal 29 Conduct driver break-in training with employees

Objectives

- ❖ Identify which employees need the training
- ❖ Present the program
- ❖ Follow up with any personnel not in attendance

Performance Measures

- Did the training take place

Goal 30 Coordinate the 2018 Basic EMS Academy

Objectives

- ❖ Market the program and handle registration
- ❖ Determine the logistics involved in the program
- ❖ Conduct final testing

Performance Measures

- Did the BEMSA take place
- How many students enrolled
- How many students successfully completed the program



Goal 31 Explore options for Awards and Recognition ceremony

Objectives

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

Performance Measures

- Did options get presented

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 Maintain compliance for SAFER Grant requirements

Objectives

- ❖ Determine a elements of the grant
- ❖ Capture data needed to ensure compliance
- ❖ Provide necessary reports to FEMA

Performance Measures

- Did the program continue

Goal 34 Continue improving data collection for company level training

Objectives

- ❖ Determine requirements of ISO
- ❖ Identify mechanisms to ensure reporting compliance
- ❖ Conduct training needed to inform members of responsibilities

Performance Measures

- Did the collection of data improve



Goal 35 Conduct Incident Command 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 Conduct the Statewide Earthquake Drill

Objectives

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

Performance Measures

- Did the drill get conducted
- Did the progress get reported

Goal 38 Conduct a Winter 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 Review the organization's scheduling program

Objectives

- ❖ Identify current challenges
- ❖ Identify alternate solutions
- ❖ Present a proposal for any changes needed

Performance Measures

- Did the challenges get identified
- Did solutions get identified
- Did a proposal get presented

Goal 40 Conduct Active Assailant training

Objectives

- ❖ Determine multiple times, dates and locations
- ❖ Refresh everyone on the procedures during historic events
- ❖ Conduct roll call after the drill for compliance

Performance Measures

- Did the drill take place
- % of departments compliant



Goal 41 Conduct a daily staffing analysis

Objectives

- ❖ Review the current overtime expenditures
- ❖ Review the current daily positions needed to maintain service levels
- ❖ Determine if additional employees would reduce overtime costs
- ❖ Present a proposal

Performance Measures

- Did the expenditures get reviewed

Goal 42 Develop pre-plan manual for command vehicles

Objectives

- ❖ Identify the vehicle
- ❖ Determine the logistics involved in the program
- ❖ Implement the program

Performance Measures

- Did the program get developed



Goal 43 Update the Mass notification System

Objectives

- ❖ Identify programs to use other than CodeRed
- ❖ 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 Update the Prince George County Emergency Operations Plan

Objectives

- ❖ Determine areas for revision
- ❖ Determine elements for approval
- ❖ Develop a draft plan

Performance Measures

- Did the plan get updated



Goal 45 Conduct CERT training

Objectives

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

Performance Measures

- Did the program get established

Goal 46 Complete the 2018 Local Capabilities and Assessment Report

Objectives

- ❖ Determine a time, date and location
- ❖ Determine elements for approval
- ❖ Submit plan

Performance Measures

- Did the report get completed



Goal 47 Update the Continuity of Operations Plan

Objectives

- ❖ Determine areas for revision
- ❖ Determine elements for approval
- ❖ Develop a draft plan

Performance Measures

- Did the plan get updated



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.