

PRINCE GEORGE FIRE & EMS



Six-Month Work Plan

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Executive Summary

The Department of Fire and EMS made great improvements in 2012 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. After conducting a strategic planning process with EMS Volunteers and Career Staff, Fire Volunteers, and members of the Local Emergency Planning Committee, the need to implement continuous measures that will improve the service delivery remains a top focus among all groups. 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.

In the wake of recent incidents that have resulted in inadequate or no response to calls for service, 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 2013 the focus gravitates around improving response times for both Fire and EMS, establishing and meeting response benchmarks, increasing awareness through prevention campaigns, highlighting and rewarding performance, building depth in the County's ability to respond and recover from disasters, and staffing that is needed to meet all of those needs.

The Director continues to operate with limited assistance at the executive level to properly manage the three major disciplines of Fire, EMS, and Emergency Management. Paul Mauger (EMS Consultant) has been assigned to oversee EMS operations until the County can properly fund the appropriate positions in the Department of Fire and EMS. Consideration should be given to properly staff the Fire and EMS department at all levels to ensure the workload is adequately distributed and the focus can shift from quantity of work to the quality of work.

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.
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Goals, Objectives, and Performance Measures

Goal 1 - Develop an annual hose testing program

Objectives

- Develop replacement criteria
- Evaluate the needs of the system
- Determine a replacement timeline

➤ **Performance Measures**

- Present a draft apparatus replacement plan to the Chiefs' Committee

Reinforces Initiatives – 2, 5 & 8

Goal 2 - Develop an annual pump testing program

Objectives

- Develop replacement criteria
- Evaluate the needs of the system
- Determine a replacement timeline

➤ **Performance Measures**

- Present a draft apparatus replacement plan to the Chiefs' Committee

Reinforces Initiatives – 2, 5 & 8

Goal 3 - Develop a standard for conducting pre-plans

Objectives

- Develop a selection process for identified buildings
 - Develop a formal process for assigning a lead point of contact
 - Determine the number of pre-plans that can be conducted based on resources
 - Develop a timeline for completion
- **Performance Measures**
- Number of pre-plans completed

Reinforces Initiative – 2, 5 & 8

Goal 4 - Develop a county-wide Incident Management Plan

Objectives

- Determine a lead for the project
 - Gather input from stakeholders
 - Determine current common practices that meet industry standards
 - Compare the final plan to similar jurisdictions
- **Performance Measures**
- Did the Department create a plan
 - Does it meet the current standards that apply to Fire and EMS

Reinforces Initiatives – 2, 5 & 8

Goal 5 - Establish Fire and EMS response time benchmarks

Objectives

- Review response times to critical calls
 - Establish what an acceptable response time is for critical incidents
 - Identify the number of calls that do not meet the criteria
 - Identify parameters that will allow the system to meet those benchmarks
 - Hold focus session groups to gain input from all stakeholders
 - Identify parameters that will allow the system to meet benchmarks
 - Develop a draft plan
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- **Performance Measures**
 - Did all stakeholders get involved with the process
 - Number of focus group session held
 - Number of members attending focus group session
 - Did parameters get identified and/or implemented
 - Did a plan get drafted

Reinforces Initiatives – 1, 2, 5 & 8

Goal 6 - Publish a quarterly newsletter

Objectives

- Establish a lead point of contact for the project
- Develop a process to receive/gather content
- Develop a process for content selection
- Solicit feedback on the effectiveness of the program

➤ **Performance Measures**

- Did a POC get identified
- Did a process get developed
- Was feedback received

Reinforces Initiatives – 1, 2, 3, 5, 7, & 8

Goal 7 - Improve grant opportunities

Objectives

- Identify previously awarded grants
- Identify new grant opportunities
- Apply for at least three grants
- Identify items that qualify for purchase through grant funds
- Develop a plan to maintain items purchased through grants

➤ **Performance Measures**

- Number of grants applied for
- Number of grants awarded
- Did the plan get developed

Reinforces Initiatives – 3, 4 & 6

Goal 8 - Provide public education to the community

Objectives

- Review recent incidents
- Determine topics that need to be emphasized
- Determine the audience that needs to be reached
 - **Performance Measures**
 - Did the Incidents get reviewed
 - Did topics get identified
 - Did the audiences get identified

Reinforces Initiatives – 1 & 10

Goal 9 - Develop a written EMS response plan

Objectives

- Identify parameters that will allow the system to meet those benchmarks
- Hold focus session groups to gain input from all stakeholders
- Identify parameters that will allow the system to meet benchmarks
- Develop a draft plan
- Consolidate career and volunteer resources to staff units
- Initiate a “duty-crew” scheduling concept of proactively volunteering in advance
 - **Performance Measures**
 - Number of calls that meet the benchmarks
 - Number of days covered in advance

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

Goal 10 - Develop the COOP/COG plan

Objectives

- Award a contract for the COOP/COG
- Identify data needs
- Provide support to Department Heads to ensure the consultant has received all data needed
- Review draft plan

Performance Measures

- Did a contract get awarded
- Did a plan get drafted

Reinforces Initiatives – 1 & 10

Goal 11 - Increase employee training

Objectives

- Identify areas where training can improve performance and productivity
- Support each employee to attend a minimum of six hours of training
 - **Performance Measures**
 - Number of employees attending training
 - Number of employee training hours

Reinforces Initiatives – 1, 2 & 10

Goal 12 - Conduct a Basic Fire Academy

Objectives

- Identify a Lead Instructor within the County's Instructor pool
- Determine what needs to be revised to meet current NFPA and VDFP standards
- Send a course announcement to the department
 - **Performance Measures**
 - Did the plan get revised

Reinforces Initiatives – 1, 2, 5 & 7

Conclusion

The challenges of tomorrow cannot be met with the solutions of yesterday. 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's vision to be the best place to live, learn, work, and raise a family.


