

PRINCE GEORGE FIRE & EMS



Six-Month Work Plan

July – December 2012

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Executive Summary

The Office of Fire and EMS continues to serve as the foundation for solutions to various challenges faced by the volunteer Fire and EMS Companies operating within Prince George County. The Office of Fire and EMS continues to serve as the leadership and management center for full time and part-time EMS providers that staff one ALS transport unit 24/7 as well as two Administrative personnel. They work hand in hand with over 200 volunteers to ensure the needs of the citizens are met. The Director continues to balance strategic priorities along with the day-to-day items with no additional employee(s) to delegate the work load. Consideration must be given for an additional executive level position to assist the Director to effectively manage the workload. The Director continues working with a third-party consultant, Chief Paul W. Mauger (ret.), to help identify areas of improvement and solutions to ensure the progression of service delivery.

This plan identifies the major goals and objectives to enhance the current Fire and EMS service delivery system in Prince George County for the period of July 1, 2012 through December 31, 2012. The initiatives, identified by County Administrator Mr. Percy Ashcraft to help strengthen the volunteer system, serve as the fundamentals for these goals and objectives. Also included are the goals identified by the EMS Strategic Advisory Group. Furthermore, priority items that the Chief's Management Committee and the Local Emergency Planning Committee have identified make up the additional goals to target within the next six months.

Implementation of this plan will enhance the current system and help ensure the citizens' needs are met.

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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 - Revise the EMS Revenue Recovery Program

Objectives

- Install billing software
- Redirect all insurance company deposits
- Reestablish the billing process
- Identify areas of improvement
- Establish benchmarks and goals
 - **Performance Measures**
 - Did the program get revised

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

Goal 2 - Develop Design Specifications for Ambulances

Objectives

- Solicit input from all EMS stakeholders
- Evaluate the efficiency of all requests
- Determine the most cost effective design when purchasing the Ambulances
 - **Performance Measures**
 - Present draft design to the organization

Reinforces Initiatives - 3 & 4

Goal 3 - Coordinate Fire, EMS, and Emergency Management Training

Objectives

- ❖ Fire
 - Redevelop the Basic Fire Academy
 - Continue to support Rowanty's Fire Fighter Program
- ❖ EMS
 - Redevelop the Basic EMS Academy
 - Implement recertification training that meets the national standards
 - Continue to support the High School and Rowanty's EMT program
- ❖ Emergency Management
 - Hold position specific training for staff
 - Conduct the TRICEPS exercise
- ❖ Staff
 - Hold position specific training for staff
 - Encourage staff to join professional association relative to their job duties
 - Allow staff to attend a minimum of six hours of training each year
- **Performance Measures**
 - Number of students successfully completing the Basic Fire Academy
 - Number of members attending new EMS recertification training
 - Number of offerings for various levels of training
 - First round of position specific training completed for staff and LEPC members

Reinforces Initiatives – 2 & 10

Goal 4 - Enhance the Recognition and Awards Program

Objectives

- Enhance the County Appreciation Awards Picnic
- Recognize stakeholders for outstanding performance
- Identify efforts to maximize participation
 - **Performance Measures**
 - Number of people attending the awards picnic
 - Number of stakeholders recognized for outstanding performance

Reinforces Initiative – 7

Goal 5 - Begin the Third Phase of the ISO PPC Rating Review

Objectives

- Review the information received from ISO
- Identify areas of success and areas of improvement
- Develop a plan to address the deficiencies
 - **Performance Measures**
 - Did the County get re-evaluated
 - Did the County take necessary actions to address areas of improvement

Reinforces Initiatives – 5 & 8

Goal 6 - Finalize Strategic Planning

Objectives

- Finalize and implement the strategic plan for the Fire Companies
- Continue holding focus session groups to gain input from all stakeholders
- Develop a draft strategic plan that merges the Fire and EMS plans into one
 - **Performance Measures**
 - Did the plan get finalized
 - Number of focus group sessions held
 - Number of members attending focus group sessions

Reinforces Initiatives – 3, 4, 5 & 9

Goal 7 - Improve Organizational Operations

Objectives

- Implement the communications plan within the organization
 - Develop a departmental newsletter
 - Continue accurately recording and posting meeting minutes
 - Continue utilizing the website as information source
 - Continue allowing all personnel to provide input in the development of policies and procedures
 - Allow personnel to visit other departments within the County.
 - Allow personnel to visit businesses within the County
 - Implement the post incident analysis process for incidents
 - Define administrative tasks for office personnel
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- **Performance Measures**
 - Did the plan get implemented
 - Are members aware of the communication methods
 - Are incidents being properly analyzed for improvement
 - Number of organizational visits conducted by staff
 - Did tasks get identified

Reinforces Initiatives – 1, 2, 3, 4, 5, 7 & 8

Goal 8 - Expand Grant Opportunities

Objectives

- Apply for the Assistance to Firefighters Grant for Exhaust Removal Systems
- Apply for the Rescue Squad Assistance Fund Grant for EMS equipment
- Apply for the “Competitive” Local Emergency Management Planning Grant
- Develop a plan to maintain items purchased through grants

- **Performance Measures**
 - Did we apply for the grants
 - Were we awarded the grants
 - Did the plan get developed

Reinforces Initiatives - 4 & 6

Goal 9 - Improve EMS Service Delivery

Objectives

- Implement a Quality Assurance program
- Conduct the state EMS inspection
- Continue to review response times to critical calls
- Continue to identify the number of calls unanswered by our current system
- Continue to consolidate career and volunteer resources to staff units
- Continue to improve relationships, improve communications, re-instate pride among members
- Continue to initiate a "duty-crew" scheduling concept of proactively volunteering in advance
 - **Performance Measures**
 - Number of calls handled by mutual aid
 - Number of days per week during peak service 2nd unit was available
 - Number of days covered in advance

Reinforces Initiatives – 5, 7 & 10

Goal 10 - Enhance the Local Emergency Planning Committee

Objectives

- Finalize the strategic planning process
- Assign LEPC members to ESF's
- Continue to incorporate LEPC members into Emergency Management training programs
- Continue to recruit new members into the LEPC
 - **Performance Measures**
 - Did the plan get finalized
 - How many LEPC members are assigned to ESF's
 - Number of new members

Reinforces Initiatives –1 & 10

Goal 11 - Improve Emergency Management Operations

Objectives

- Develop EOC checklists
 - Develop EOC "Cold Start" procedures
 - Install a backup network system for the EOC
 - Implement a shelter tracking program
- **Performance Measures**
- Did the checklist get developed
 - Did the procedures get developed
 - Did the network get installed
 - Did the program get installed

Reinforces Initiatives – 1 & 10

Goal 12 - Support Recruitment and Retention Efforts

Objectives

- Support Volunteer Fire and EMS companies with Recruitment and Retention programs
 - Develop and maintain a County-wide Uniform Program
 - Continue to help Fire and EMS companies identify areas needed to improve retention
 - Continue to help Fire and EMS companies identify methods to recruit new members
- **Performance Measures**
- Number of members recruited into the organization
 - Number of members that left the organization
 - Number of companies participating in Recruitment and Retention Programs

Reinforces Initiatives – 1, 2, 5 & 7

Goal 13 - Design & Implement a Marketing Campaign for House Numbers

Objectives

- Get Pub Ed Committee to brainstorm ideas and send recommendations to the Chief Committee
- Advertise on station signs
- Identify potential donations to support the program
- Utilize Fire Prevention Week 2012 as a kick off time
 - **Performance Measures**
 - Did the committee develop a program
 - Did the stations advertise on their signs
 - Number of donation received for the program

Reinforces Initiatives – 1,7 & 8

Goal 14 - Continue FEMA follow-up

Objectives

- Support department with items for reimbursement from Hurricane Irene
- Coordinate Department Directors with FEMA and VDEM representatives
- Assist Department Directors with all Project Worksheets
 - **Performance Measures**
 - Did the County get reimbursed for all eligible items
 - Did all Project Worksheets get submitted and approved

Reinforces Initiatives – 9 & 10

Conclusion

The Office of Fire and EMS continues to support the current system. Enhancements to meet the ever evolving needs of the citizens remains a challenge. Therefore, we must continue to seek ways to improve our system. Improvement is vital to ensure that the quality of life for the citizens of Prince George County be well-preserved. The plan presented to you identifies applicable goals with obtainable objectives to improve the Fire and EMS service delivery system. These goals and objectives have been created with a considerable amount of input the from all stakeholders involved in response to emergencies. The performance measures listed will help determine the success of the department's ability in accomplishing the objectives and attaining 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.