

# PRINCE GEORGE FIRE & EMS

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## Six-Month Work Plan

July – December 2013

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Prince George Fire and EMS

## Executive Summary

The Department of Fire and EMS continues to focus 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. 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 to various emergencies, and staffing that is needed to meet all of those needs. System-wide accountability should be considered for further progress to meet the County's vision of being a global community where families thrive and businesses prosper.

The Director continues to operate with limited assistance at the executive level while managing the three major disciplines of Fire, EMS, and Emergency Management. Paul Mauger (EMS Consultant) continues to be assigned to oversee EMS operations while the Deputy Director's position remains vacant. Donald Hunter has recently been appointed as the Deputy Emergency Management Coordinator. Mr. Hunter's appointment will bring new opportunities to enhance the County's capabilities to respond and recover from all hazards.

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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

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## Goal 1 - Implement an Emergency Medical Dispatch system In conjunction with our Communications Center

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### Objectives

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- Develop reference cards for call types
- Develop a policy and procedures for the communications personnel
- Obtain Operational Medical Director approval on cards and policy/procedures
- Produce training materials
- Train the communications personnel
- Implement the program

➤ **Performance Measures**

- Program implemented by the target timeframe of 7/1/13-12/30/13

*Reinforces Initiatives – 1,2 & 5*

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## Goal 2 - Implement an improved EMS Continuing Education Program to benefit our providers

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### Objectives

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- Develop a program
- Communicate proposal to organization
- Seek input and approval for proposal
- Implement program

➤ **Performance Measures**

- Program implemented within target timeframe of 7/1/13-12/30/13

*Reinforces Initiatives – 1,2,5 & 8*

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## Goal 3 - Redevelop the EMS Aid Subscription program

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### Objectives

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- Update brochure
- Update website
- Attend TRIAD meeting
- Flyers in lobby
- Presentations
- Update EMS Aid materials
- EMS Aid advertisement

➤ **Performance Measures**

- Did the brochure, website and EMS Aid materials get updated
- Number of TRIAD meetings
- Number of presentations

*Reinforces Initiative – 1 & 8*

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## Goal 4 - Explore a new electronic patient care reporting system

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### Objectives

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- Define user problems
  - Identify various types of software
  - Identify hardware needed
  - Identify infrastructure needed
  - Develop a project budget
  - Develop a presentation
  - Present options
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- **Performance Measures**
  - Did the problems get identified
  - Did the software, hardware, and infrastructure get identified
  - Did a budget get prepared
  - Did the information get presented

*Reinforces Initiative – 1,2,4,5,6,7 & 8*

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## Goal 5 - Increase EMS insurance collection rate return by 5%

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### Objectives

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- Determine the current collection rate
- Identify areas of improvement
- Implement a plan to address the areas identified

- **Performance Measures**
  - Did the rates increase

*Reinforces Initiatives – 1 & 8*

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## Goal 6 - Explore Additional Revenue Sources

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### Objectives

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- Explore Hazmat billing
- Explore billing for automobile accidents with DUI's

➤ **Performance Measures**

- Did new billing get implemented

*Reinforces Initiatives – 1, 3 & 8*

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## Goal 7 - Begin the application process to become a Storm Ready® community

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### Objectives

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- Establish a lead point of contact for the project
- Develop a process to receive/gather content
- Hold focus group meetings to complete the project
- Develop and maintain a communication list of all stakeholders

➤ **Performance Measures**

- Did a POC get identified
- Did a process get developed
- Did the project get completed

*Reinforces Initiatives – 1 & 10*

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## Goal 8 - Begin phase two of developing a COOP/COG

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### Objectives

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- Have prepared forms distributed to appropriate personnel
  - Hold individual meetings with 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*

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## Goal 9 - Reevaluate the County's NIMS compliance status

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### Objectives

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- Review employee's training records
  - Compare training records to NIMS compliance matrix
  - Determine training deficiencies
  - Recommend the appropriate training
- **Performance Measures**
- Did the files get reviewed
  - Did training get identified
  - Did the appropriate personnel attend the needed training

*Reinforces Initiatives – 1,5,8 & 10*

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## Goal 10 - Conduct a full scale Emergency Management exercise

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### Objectives

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- Coordinate with the Homeland Security Exercise and Evaluation Program
- Identify training timelines
- Identify who should attend
- Conduct scenario
  - **Performance Measures**
    - Was HSEEP involved
    - Did the timelines get identified and communicated
    - Was a scenario conducted

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

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## Goal 11 - Continue Support of LEPC

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### Objectives

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- Review the strategic business plan
- Ensure that activities are in-line with the plan
- Revise as needed
  - **Performance Measures**
    - Did the plan get reviewed
    - Was there a need for revision

*Reinforces Initiatives – 1, 8 & 10*

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## Goal 12 - Coordinate the 2013 Statewide Tornado drill

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### Objectives

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- Identify target date
- Communicate expected activities
- Solicit feedback on areas of improvement
  - **Performance Measures**
    - Did a date get set
    - Were participants knowledgeable about expectations
    - Was feedback received

*Reinforces Initiatives – 1, 8 & 10*

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## Goal 13 - Update the Fire and EMS Administration's filing system

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### Objectives

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- Identify current filing deficiencies
- Determine areas for improvement
- Review other department's filing processes
- Develop a new system
- Communicate new process
  - **Performance Measures**
    - Did the system get revised

*Reinforces Initiatives – 2, 3, 4 & 6*

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## Goal 14 - Update written office procedures

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### Objectives

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- Identify routine procedures
- Develop draft procedures
- Have office staff review for input
- Test procedures
- Create a manual for all staff
  - **Performance Measures**
    - Did the system get updated

*Reinforces Initiatives – 1, 2, 3, 5, 7 & 10*

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## Goal 15 - Enhance the department website

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### Objectives

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- Review current content for dated material
- Update content with fresh material
- Have office staff review for input
- Develop hyperlinks
  - **Performance Measures**
    - Did the website get upgraded

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

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## Goal 16 - Explore department social media sites

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### Objectives

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- Identify a project lead
- Develop information
- Determine how and when information gets disseminated
- Link it with the County page
  - **Performance Measures**
    - Did the page get created

*Reinforces Initiatives – 1 & 7*

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## Goal 17 - Coordinate and conduct the revised Fire and EMS awards ceremony

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### Objectives

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- Identify a project lead
- Develop a date and time
- Determine the location
- Communicate information with the entire organization
  - **Performance Measures**
    - Was the project leader identified
    - Did the date, time, and location get established
    - Was the event well attended

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*Reinforces Initiatives – 1 & 7*

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## Goal 18 - Coordinate fire prevention week activities at the Volunteer Fire Stations

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### Objectives

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- Establish date
- Determine who will be participating
- Determine the supplies needed
- Communicate information with the community
  - **Performance Measures**
    - Did the date, time, and locations get established
    - Was the event well attended

*Reinforces Initiatives – 1 & 7*

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## Goal 19 - Complete a minimum of two pre-plans for existing businesses

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### Objectives

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- Determine who will be participating
- Determine the dates
- Notify the businesses in advance
  - **Performance Measures**
    - Did the date, time, and locations get established
    - Did the pre-plans get conducted

*Reinforces Initiatives – 1, 2 & 8*

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## Goal 20 - Continue to monitor Volunteer Station upgrade plan

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### Objectives

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- Review current building progress
- Determine the next station to be upgraded
  - **Performance Measures**
    - Did the timelines stay on target

*Reinforces Initiatives – 1, 3, 4 & 9*

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## Goal 21 - Support multi-company training scenarios

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### Objectives

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- Identify which Fire and EMS companies are willing to participate
- Determine the topics to be trained
- Provide logistical support as requested
  - **Performance Measures**
    - Did the training take place

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

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## Goal 22 - Explore Fire and EMS company specific training classes

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### Objectives

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- Identify types of companies applicable to Prince George
- Determine the topics to be outlined in each class
- Determine logistical support needed for each class
  - **Performance Measures**
    - Did the program(s) get identified

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

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## Goal 23 - Coordinate employee training (12 hours)

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### Objectives

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- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training
  - **Performance Measures**
    - Did the training take place

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

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## Goal 24 - Continue to pursue Fire and Life Safety Programs at the Elementary and High School ages

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### Objectives

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- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training
  - **Performance Measures**
    - Did the training take place

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

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## Goal 25 - Pursue grant sources for all Volunteer fire and EMS companies

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### Objectives

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- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training
  - **Performance Measures**
    - Did the training take place

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

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## Goal 26 - Finalize the County Wide IMS Plan

### Objectives

- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training
  - **Performance Measures**
    - Did the training take place

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

## Goal 27 - Finalize the Written EMS Response Plan

### Objectives

- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training
  - **Performance Measures**
    - Did the training take place

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

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## Goal 28 - Monitor EMS Staffing Levels

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### Objectives

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- Identify training needs of the office staff
- Determine the topics that would be applicable
- Provide opportunities to achieve the training
  - **Performance Measures**
    - Did the training take place

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

## Conclusion

As we move towards the County's vision to be a global community, the Department of Fire, EMS, and Emergency Management continues to ensure that leaders are aware of the public safety infrastructure needed to achieve the vision. 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 leader's direction and vision to be a global community where families thrive and businesses prosper.

