

# Prince George Fire and Emergency Medical Services



## Six Month Work Plan

July 1 – December 31

2015



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## EXECUTIVE SUMMARY

The Department of Fire and EMS continues to strengthen the response system as laid out in previous plans. A constant focus on building cohesion with all stakeholders and offering opportunities for the Volunteers to enhance the level of service continues but has not elevated our organization to meet industry standards. Strategic planning continues to provide various opportunities for the Volunteers to be proud of their past accomplishments. Continuous efforts are made daily to help responders understand what it takes 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 is a continuing challenge. The proposed plan continues to facilitate the migration of service level from rural response to suburban response in our high growth areas as did the previous plan.

Data trends and citizen 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 Fire and EMS ordinance has developed some levels of accountability and are now being tested.

The need for additional staffing at all levels should be strongly considered and fully supported to ensure the three major disciplines of Fire, EMS, and Emergency Management are properly managed. Mr. Paul Mauger (part-time EMS Consultant) continues to be assigned to oversee EMS operations while the Deputy Director's position remains vacant. Mr. Donald Hunter serves as the part-time Deputy Emergency Management Coordinator. Mr. Mauger and Mr. Hunter's experience and input have helped elevate the County's capabilities to respond and recover from all hazards. The reclassification of key positions that was approved will establish crucial levels of accountability needed in the system.



## **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, AND PERFORMANCE MEASURES**

### **Goal 1 Implement phase three of Image Trend**

#### ***Objectives***

- ❖ Identify a POC for each fire company to oversee fire reports
- ❖ Conduct training sessions on accuracy in reporting
- ❖ Determine “go live” date

#### **Performance Measures**

- Did the point of contact get established
- Did training take place
- Did the date get established

### **Goal 2 Rebuild the Fire and EMS Response plans in CAD**

#### ***Objectives***

- ❖ Merge incident numbers
- ❖ Revise the unit recommends
- ❖ Redevelop the nature code assignments
- ❖ Redefine unit types in CAD

#### ***Performance Measures***

- Did the numbers get merged
- Did the recommends get revised
- Did the nature code assignments get redeveloped
- Did the unit types get redefined



**Goal 3      Conduct an analysis for Fire and EMS standard operating procedures**

***Objectives***

- ❖ Review current SOP's
- ❖ Determine compliance issue from previous events
- ❖ Identify revisions needed in current SOP's
- ❖ Communicate enforcement process for non-compliance

***Performance Measures***

- Did the SOP's get reviewed
- Did the compliance issues get identified
- Did the enforcement process get communicated

**Goal 4      Explore additional grant opportunities**

***Objectives***

- ❖ Identify departmental needs
- ❖ Prioritize the list of needs
- ❖ Match the needs with the applicable funding source

***Performance Measures***

- Did a list of needs get identified
- Did the list get prioritized
- How many grants were submitted



**Goal 5 Monitor Carson Fire and EMS station construction process**

***Objectives***

- ❖ Attend construction progress meetings
- ❖ Provide input on changes and usage of the building
- ❖ Relay information to the Carson Volunteer Leadership

***Performance Measures***

- Did the meeting take place
- Did the information get relayed

**Goal 6 Monitor apparatus construction process**

***Objectives***

- ❖ Conduct post paint inspection for tankers and ambulances
- ❖ Conduct final inspection for tankers and ambulances

***Performance Measures***

- Did the post paint inspection take place
- Did the final inspection take place



**Goal 7      Develop specifications for station alerting systems**

***Objectives***

- ❖ Research systems that integrate with CAD
- ❖ Develop a standard specifications for new construction
- ❖ Develop a standard specification for retro fits

***Performance Measures***

- Did the specifications get developed

**Goal 8      Begin construction of living quarters at the Burrowsville Fire and EMS station**

***Objectives***

- ❖ Finalize the design engineering
- ❖ Begin phasing in work
- ❖ Coordinate apparatus and equipment moving

***Performance Measures***

- Did the engineering design get completed
- Did the construction begin



**Goal 9 Finalize Fire and EMS station location - James River Drive**

***Objectives***

- ❖ Determine sites that meet the needs of Fire and EMS
- ❖ Present findings to the Board of Supervisors and County Administration

***Performance Measures***

- Did a site get established

**Goal 10 Conduct an assessment of the First Responder program**

***Objectives***

- ❖ Identify historical calls for service that required a responder unit
- ❖ Review and report the percentage of calls that did not receive a response
- ❖ Determine the feasibility to continue the program
- ❖ Determine areas in the County that could benefit from a responder program

***Performance Measures***

- Did calls get reviewed
- Did the percentage get established and reported
- Did the feasibility assessment get conducted
- Did new areas get identified



**Goal 11      Develop an EMS Priority Dispatching program**

***Objectives***

- ❖ Create EMS call criteria
- ❖ Identify the units needed to respond
- ❖ Identify response modes
- ❖ Determine a timeline for implementation

***Performance Measures***

- Did the criteria get developed
- Did response modes get established
- Did the program get developed

**Goal 12      Conduct a Captains promotional process**

***Objectives***

- ❖ Create evaluation criteria
- ❖ Conduct an assessment center process
- ❖ Conduct an interview process
- ❖ Establish a list of top candidates

***Performance Measures***

- Did the criteria get developed
- Did assessment center get established
- Did interviews take place
- Did a list get created



**Goal 13      Conduct a Lieutenants promotional process**

***Objectives***

- ❖ Create evaluation criteria
- ❖ Conduct an assessment center process
- ❖ Conduct an interview process
- ❖ Establish a list of top candidates

***Performance Measures***

- Did the criteria get developed
- Did assessment center get established
- Did interviews take place
- Did a list get created

**Goal 14      Conduct a cook book fund raiser**

***Objectives***

- ❖ Develop a list of recipes
- ❖ Find pictures from past events and volunteer departments
- ❖ Establish deadlines for critical components

***Performance Measures***

- Did the book get created
- Did the fund raiser take place



**Goal 15      Revise the Water Supply Operations plan**

***Objectives***

- ❖ Identify units applicable to the plan
- ❖ Identify capabilities of units
- ❖ Create operational plans for Incident Commanders

***Performance Measures***

- Did the units and their capabilities get identified
- Did the plans get created

**Goal 16      Conduct a physical agility testing process for current employees**

***Objectives***

- ❖ Conduct training sessions for 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 17      Conduct the first annual Guns and Hoses softball tournament**

***Objectives***

- ❖ Establish practice dates with the team
- ❖ Identify fund raising efforts during the event
- ❖ Present the Prince George Promise with the proceeds

***Performance Measures***

- Did the practices take place
- Did the fund raising take place
- Total amount of proceeds presented

**Goal 18      Finalize the Chief Fire Officer credentialing program**

***Objectives***

- ❖ Schedule the interview process
- ❖ Prepare applicable documents to testify before CAFI panel

***Performance Measures***

- Did the interview get scheduled
- Did the Director testify before the CAFI panel



**Goal 19      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 20      Create a vehicle allocation process for training/travel**

***Objectives***

- ❖ Compile a list of Fire and EMS vehicles that are applicable
- ❖ Determine other County vehicles that may be applicable
- ❖ Develop guidelines for eligibility
- ❖ Establish a process for allocating the vehicles

***Performance Measures***

- Did the list get compiled
- Did the guidelines get developed
- Did the process get established



**Goal 21      Conduct a uniform inventory assessment**

***Objectives***

- ❖ Review the current process
- ❖ Identify deficiencies within the process
- ❖ Determine changes needed to streamline to process

***Performance Measures***

- Did the assessment take place
- Did the deficiencies get identified
- Were changes recommended and implemented

**Goal 22      Perform a Fire and EMS equipment assessment**

***Objectives***

- ❖ Review current data for purchased equipment
- ❖ Determine the gaps in data
- ❖ Conduct an assessment at each station and central supply warehouse

***Performance Measures***

- Did the current data get reviewed
- Were any gaps identified
- Did an assessment at each station take place



**Goal 23      Conduct ladder and aerial testing**

***Objectives***

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

***Performance Measures***

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

**Goal 24      Develop and inventory tracking system**

***Objectives***

- ❖ Researched and identify a system that integrates with ImageTrend
- ❖ Create a barcoding system
- ❖ Establish guidelines for what and how items are to be inventoried

***Performance Measures***

- Did the system get established
- Were guidelines created and communicated



**Goal 25      Conduct MAYDAY Rapid Intervention training**

***Objectives***

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

***Performance Measures***

- Did the time frames get established
- Did the training take place

**Goal 26      Conduct Driver Aerial Operator training**

***Objectives***

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

***Performance Measures***

- Did the time frames get established
- Did the training take place



**Goal 27      Provide opportunities for at least 12 hours of administrative staff training**

***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 28      Coordinate the 2015 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 29      Conduct Infectious Disease Control training**

***Objectives***

- ❖ Identify the needs of the first responders
- ❖ Determine the changes to be outlined in the class
- ❖ Determine logistical needs for the class

***Performance Measures***

- Did the dates get established
- Did the location get identified
- Did the training take place

**Goal 30      Explore the feasibility of creating a program for online training**

***Objectives***

- ❖ Research option for delivering online training
- ❖ Identify programs to deliver online
- ❖ Determine the logistics involved in the program
- ❖ Recommend a program that meets departmental criteria

***Performance Measures***

- Did a program get identified



**Goal 31 Continue the Behavioral Health and Wellness programs**

***Objectives***

- ❖ Develop company level training sessions
- ❖ Coordinate dates for the training
- ❖ Assess the attendance for compliance

***Performance Measures***

- Did the training sessions get coordinated
- Percentage of attendees

**Goal 32 Conduct a Pump Operations program**

***Objectives***

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

***Performance Measures***

- Did the time frames get established
- Did the training take place



**Goal 33      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 34      Explore the feasibility of a Fire and EMS museum**

***Objectives***

- ❖ Identify stations that will participate
- ❖ Coordinate a work group
- ❖ Develop a plan to create the museum

***Performance Measures***

- How many stations participated
- Did the plan get created



**Goal 35 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 36 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 37      Create a fire investigation taskforce**

***Objectives***

- ❖ Identify potential investigators that are pre-certified
- ❖ Conduct a meeting with the Police Department to develop a procedure
- ❖ Compile a list of resources needed
- ❖ Identify potential personnel to send through 1033 Investigator training

***Performance Measures***

- Did the personnel get identified
- Was the Police Department represented in the process
- Did the list get created
- Did additional investigators get identified

**Goal 38      Develop a Juvenile Fire Setters program**

***Objectives***

- ❖ Research programs in neighboring localities
- ❖ Determine partnerships needed for a successful program
- ❖ Develop a process for enrollment and follow-up

***Performance Measures***

- Did the program get developed



**Goal 39      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 40      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 41      Conduct winter weather safety campaigns**

***Objectives***

- ❖ Identify target groups
- ❖ Select appropriate materials
- ❖ Conduct awareness campaigns

***Performance Measures***

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

**Goal 42      Conduct the Statewide Earthquake drill**

***Objectives***

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

***Performance Measures***

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



**Goal 43      Conduct CERT training for new members**

***Objectives***

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

***Performance Measures***

- Did the program get established

**Goal 44      Plan for impact of UCI Road World Championships**

***Objectives***

- ❖ Identify areas of potential impact
- ❖ Determine resources needed to manage the situation
- ❖ Develop and disseminate an Incident Action Plan

***Performance Measures***

- Did the areas get identified
- Did the resource list get established
- Did the IAP get created



**Goal 45      Continue the Continuity of Operations Planning efforts with County Departments**

***Objectives***

- ❖ Have prepared forms distributed to personnel
- ❖ Hold meeting with individual Department Heads
- ❖ Support individual departments with technical assistance

***Performance Measures***

- Did the forms get distributed
- Were meetings conducted
- Was technical assistance provided

**Goal 46      Develop a resource requirement list for a deployable EOC**

***Objectives***

- ❖ Identify the core services that need to be provided from a remote EOC
- ❖ Identify equipment needed to provide core services
- ❖ Develop stand up procedures for EOC deployments

***Performance Measures***

- Did the core services get identified
- Did the equipment get identified
- Were procedures developed



## **CONCLUSION**

Prince George Fire and EMS continues to advance as directed in 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 continue striving 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 ensures the Fire and EMS Department can deliver the County leaders' direction and vision to be global community where families thrive and businesses prosper.