



Occupational Health and Safety Focused Emergency Services Agency Evaluation and Improvement Plan

The Agency Health and Safety Evaluation is designed to assess the fire or EMS agency's current status with a specific focus on responder occupational safety and health. The project takes a detailed "snapshot in time" of the organization, reviews its configuration, programs and performance as it relates to health and safety. The J Angle Group, LLC (JAG) review compares the conditions found respect to national standards, best practices and the experience of JAG consultants. Recommendations for improvements are provided that will bring your agency into full compliance with the latest applicable standards, laws and requirements.

The Occupational Health and Safety Focused Agency Evaluation is detailed and comprehensive. The scope of work involves an evaluation of current conditions in the agency as they relate to occupational safety and health. As training can be closely related to safety, an evaluation of the agency's training program will also be completed. After the analysis of current situation is completed—the report uses the information gathered to identify and recommend future strategies with which to improve the occupational health and safety programs.

Scope of Work | Health and Safety Focused Agency Evaluation and Improvement Plan

Phase I: Project Initiation

Task 1-A: Project Initiation & Development of Work Plan

JAG will develop a project work plan based on the scope of work and converse with the agency's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for this project. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This exchange will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information

JAG will request pertinent information and data from the organization's assigned project manager. This data will be used extensively in the analysis and development of the report. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research related to the organization health, safety or training program
- Historical health and safety programs in the organization
- Entry level and/or annual or any physical ability and/or agility-based testing
- Entry level and/or annual medical physicals for high-risk personnel
- Agency demographic data
- Department administrative policies and procedures related to health, safety and training.
- Department Standard Operating Guidelines (SOGs)/Standard Operating Procedures (SOPs) and service delivery practices as they relate to health, safety and training
- Current health and safety objectives and targets
- Health and Safety focused facilities and apparatus review
- Local collective bargaining agreement(s), if applicable
- Safety Committee meeting minutes, if applicable
- Agency injury and accident data
- Agency behavioral health program experience
- Workers compensation experience
- Near-miss incident reports
- Any safety or health related reports from external agencies such as state OSHA or other regulatory agencies

Task 1-C: Stakeholder Input

The JAG project team will conduct interviews with and gather information from key personnel including:

- Elected or appointed officials
- Fire department managers and other key staff
- Human resource function coordinator
- Local risk management and insurance program management staff
- Agency behavioral health staff
- Employee and volunteer groups

- State regulatory agents
- Others they may contribute to this project

The project team may interview key stakeholders of any external organization with data pertinent to this study. At a minimum, members of the project team will interview appropriate, fire department officials, volunteer association leaders, labor organization representatives, and others that the project team deems necessary.

From these interviews, JAG will obtain additional perspective on operational, economic, and policy issues facing the agency as they relate to occupational health and safety. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Emergency Service Health and Safety Focused Analysis

The study will provide a baseline assessment of the current conditions related to health, safety and training of the organization. JAG will conduct an organizational analysis of the department based on the elements included in the following objectives. The purpose of this evaluation is to assess the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark for which future improvements can be measured.

Task 2-A: Health and Safety Overview

An overview of the organization's health and safety programs will be developed discussing:

- Description of the current programs
- Policy documents
- Organizational design
- Health, Safety and training operating budgets and financial resources

Task 2-B: Health and Safety Management Components

The organization's basic management processes related to health, safety and training will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping

Task 2-C: Organizational Planning Processes

The planning process of the organization shall be identified and reviewed. Key components include:

- Review and evaluate the adequacy of the current planning process
- Internal assessment of critical issues as they related to health, safety and training
- Internal assessment of future challenges

- Review elements of health and safety program planning within the organization
- Make recommendations relative to future planning needs as needed

Task 2-D: Training Program

The JAG project team will review and make observations in critical areas involving training functions and support. Items to be reviewed include:

- General training competencies
- Training administration
- Training schedule
- Training facilities
- Training program goals and objectives
- Training procedures and manuals
- Recordkeeping
- Clerical support

Phase III: Future Health and Safety Program Recommendations

After the analysis of current conditions, the project concludes with strategies intended to place the organization in a position to successfully serve its member's health and safety into the future. JAG will develop and analyze various recommendations with the specific intent of identifying options that can improve organizational health and safety programs. Recommendations will be provided identifying the best long-range strategy, as well as, short and mid-term strategies will be recommended for health and safety program improvement.

Task 3-A: Review and Compare to Standards and Industry Best Practices

JAG will identify the current level of health, safety and training services provided by the department and compare the department's performance to industry standards and best practices, such as the standards described by the Insurance Services Office (ISO), National Fire Protection Association (NFPA) including but not limited to the applicable standards in the 1500 series, 1400 series and 1700 series, Center for Public Safety Excellence (CPSE), IAFF Health and Wellness program and locally adopted objectives. A review and discussion of existing program goals, if in place, will be provided matching the nature and type of risks identified in the previous report sections.

Task 3-B: Recommended Long-Term Strategy

JAG will develop a recommended long-term option that will improve the department's health and safety programs and experience.

Task 3-C: Short and Mid-Term Strategies

Recommendations for improving health and safety programs delivery and efficiency prior to any full implementation of the long-term strategy will be provided.

Task 3-D: Cost Projections

JAG will provide general projections of the cost of recommended long-term strategies, specifically related to:

- Facility changes or additions
- Staff changes or additions
- Primary apparatus changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided as one-year projections of additional or reduced expenditures resulting from full implementation of the strategy.

Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding
- Grant opportunities

Phase IV: Development, Review, and Delivery of the Occupational Health and Safety Focused Emergency Services Agency Evaluation and Improvement Plan Report

Task 4-A: Development and Review of Draft Project Report

JAG will develop and produce an electronic version of the draft report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix
- Supportive charts, graphs, and diagrams where appropriate
- Supportive maps, utilizing GIS analysis, as necessary

Task 4-B: Delivery and Presentation of Final Project Report

JAG will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report, along with an electronic version in PDF file format. A formal presentation of the project report will be made by JAG project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)