

Chapter 3

Standards, Goals and Objectives

Introduction

Historically, LFD has not used a Standard of Response Cover document or statement to guide its operations. Instead, it has operated under a variety of documents, including a 5-year strategic plan, general orders, operational guidelines, policies and procedures, emergency medical services protocols and official memorandums from senior and operations level command staff. These documents provide guidance for operational and administrative functions, and are updated on both a scheduled and unscheduled basis.

LFD conducted a significant revision to its long-term comprehensive planning efforts during the 2001 fiscal year. It was then that the department adopted its five-year strategic plan. The strategic plan is further implemented through annual business plans from its “focus area” and “strategic business” units. The strategic plan was updated in 2011 to reflect community and organizational changes since the last update.

The department linked its strategic plan with the adopted vision of City Council and citizen expectations. This was accomplished by surveying citizens, customer groups and City Council as well as analyzing council’s “Lynchburg 2020 Vision Statement.” The department’s strategic plan was based on alignment with council’s desired outcome to be “A Community Environment Second to None.”

In June 2004, the Lynchburg Fire Department initiated efforts to collect a variety of data associated with departmental operational and administrative activities, as well as population, socio-economic, demographic, economic, transportation, infrastructure and other information relating to the City of Lynchburg. This initiated LFD’s efforts to further define strategic objectives for what was called, “Lynchburg 2015.”

As a part of the department’s 2015 planning process, participants developed a number of broad statements relating to factors that might influence community needs for departmental services by the year 2015. The ramifications suggested by

these statements were then researched and analyzed to determine what areas of the department's community service components will require modification in order to meet changing needs.

In its entirety, the information collected indicates there should be few surprises with regard to our ability to deliver Fire and EMS services in 2015. In comparing current reality to expected 2015 conditions, it is anticipated the initiatives contained in our Strategic Plan have us taking the appropriate actions to maintain an efficient and effective level of service in the coming years. Discounting dramatic changes in system delivery requirements or unforeseen major disasters, only moderate changes to our existing service delivery system should be required to meet the challenges of the Fire and EMS services required in 2015.

Vision, Mission, and Values

Important elements of the strategic plan and the annual business plans include LFD's vision, mission, and values statements, goals, strategies and performance measures, as outlined below:

Vision

To be a leading public safety agency in the Commonwealth, providing superior services that promotes life safety and minimizes property damage.

Mission

First in Safety. First in Service. First in Community.

Values

Trust – Honesty – Integrity – Compassion

Desired Outcome Statements

- **People:** The Lynchburg Fire Department will promote a highly skilled, accountable and resilient workforce that is united in our common vision.
- **Service Delivery:** The Lynchburg Fire Department's service delivery model is centered on continuous improvement. All services are focused on our vision and are sustainable through a range of economic environments..

- **Resources:** The Lynchburg Fire Department will create and maintain an infrastructure that supports existing and emerging technologies, recognizing fiscal and practical limitations.

Current Levels of Service

LFD currently enjoys a Class 3¹ fire suppression rating from the Insurance Services Office, Inc. (ISO), as last rated in 2004.

LFD operates out of eight fire stations divided into two geographically defined districts: Battalion 1 (north) and Battalion 2 (south). Based on 50.25 square miles, the average area protected by initial attack companies equals 6.3 square miles.² Fire suppression activities are provided by eight engine companies, two truck companies, one rescue company, six medic units, a field EMS supervisor and two battalion chiefs. Advanced life support emergency medical care is provided by six medic units and by first response ALS engine companies and a field EMS supervisor. LFD has two specialty teams: a technical rescue team and a hazardous materials team.

Staffing minimums are shown below as the minimum number of personnel assigned to each company or unit per shift. Specialized equipment that does not have regularly assigned staffing is not shown here but is included in the distribution of resources section.

¹ On a scale of 1-10, with 1 representing the highest rating.

² Generally speaking when the area protected by fire companies exceeds nine square miles this results in extended response times.

Table 3.1 LFD Station Staffing

Station	Apparatus	Full Staffing	Minimum Staffing
Battalion 1			
Station 1	Engine 1	3 FF/EMT's and 1 FF/EMT-P	3 FF/EMT's
	Truck 1	4 FF/EMT's	3 FF/EMT's
	Medic 1	1 FF/EMT and 1 FF-EMT-P	1 FF/EMT/1 FF-EMT-P
	Battalion 1	1 FF/EMT	1 FF/EMT
	Tech 1 Utility/Brush 1	Cross-staffed ³ Cross-staffed	Cross-staffed Cross-staffed
Station 2	Engine 2	4 FF/EMT's	3 FF/EMT's
	Medic 2	Reserve	2 Reserve
	EMS 2	1 FF/EMT-P	1 FF/EMT-P
Station 4	Engine 4	2 FF/EMT's and 1 FF/EMT-P	3 FF/EMT's
	Medic 4	1 FF/EMT and 1 FF/EMT-P	1 FF/EMT/1 FF-EMT-P
Station 5	Engine 5	3 FF/EMT's and 1 FF/EMT-P	3 FF/EMT's
	Medic 5	Reserve	Reserve
Battalion 2			
Station 3	Engine 3	2 FF/EMT's and 1 FF/EMT-P	3 FF/EMT's
	Medic 3	1 FF/EMT and 1 FF/EMT-P	1 FF/EMT/1 FF-EMT-P
	Rescue 1 ⁴	3 FF/EMT's	3 FF/EMT's
Station 6	Engine 6	2 FF/EMT's 1 FF/EMT-P	3 FF/EMT's
	Medic 6	1 FF/EMT and 1 FF/EMT-P	1 FF/EMT/1 FF-EMT-P
Station 7	Engine 7	3 FF/EMT's and 1 FF/EMT-P	3 FF/EMT's
	Truck 2	4 FF/EMT's	3 FF/EMT's
	Battalion 2	1 FF/EMT	1 FF/EMT
	Medic 7 Haz Mat 1 Utility/Brush 2	1 FF/EMT and 1 FF/EMT-P Cross-staffed Cross-staffed	1 FF/EMT and 1 FF/EMT-P Cross-staffed Cross-staffed
	Station 8	Engine 8	3 FF/EMT's and 1 FF/EMT-P
	Medic 8	1 FF/EMT and 1 FF/EMT-P	1 FF/EMT and 1 FF/EMT-P

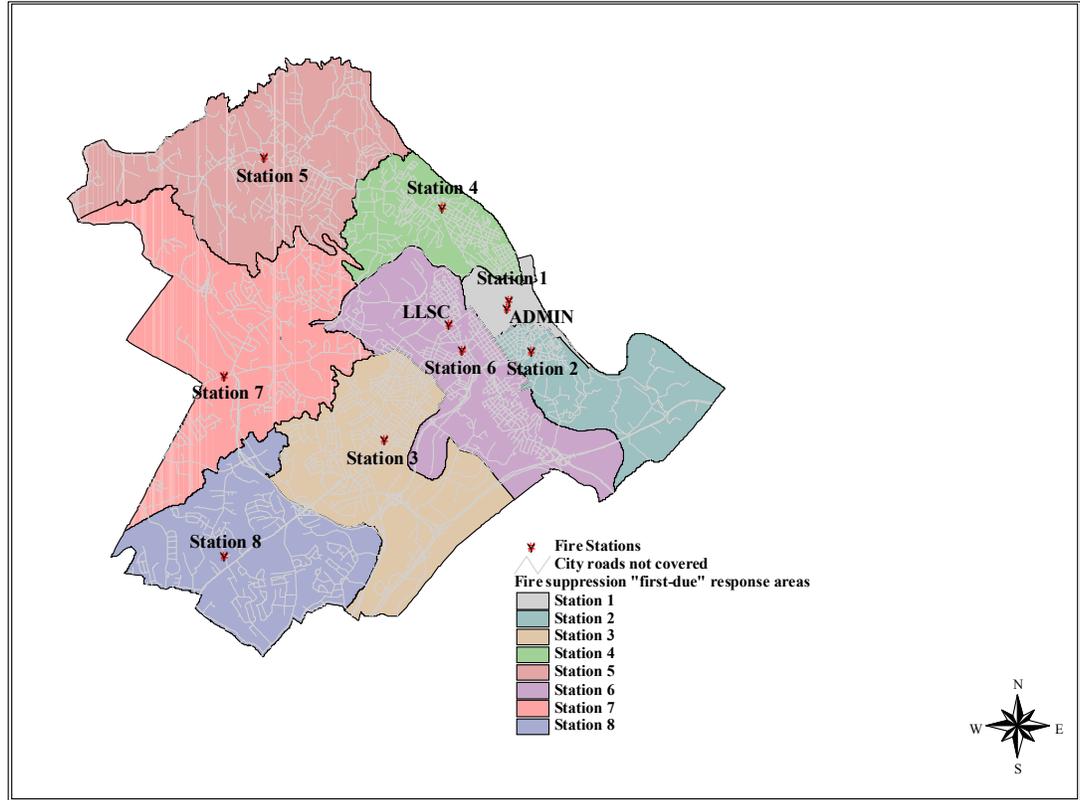
³ Cross-staffing is a practice whereby emergency responders staff several types of emergency response vehicles simultaneously within a work period. The type and scope of emergency (i.e. structure fire, vehicle accident) dictate which type of emergency response vehicle the emergency responders staff for an incident.

⁴ The Rescue unit is staffed with a minimum of one technical rescue specialist, one hazardous materials specialist and one firefighter.

A map showing the locations of all Lynchburg fire stations is provided below.

Map 3.1

Station First Due Districts⁵



Service Delivery Goals

Specific goals related to staffing, response times, and infrastructure development may be stated in this SORC document and should be considered as LFD's desired level of service.

The CFAI accreditation process has provided the department with an opportunity to look more closely at how it manages resources using sound data and logical processes. LFD will continue to use broad, community-based strategic planning processes, and a comprehensive annual review of the SORC document to guide its planning and resource deployment.

⁵ Lynchburg Fire Department: Geographic Information System (GIS) Fire Suppression and Emergency Medical Service Response Capabilities Analysis, International Association of Fire Fighters, November 16, 2004.

As always, definitive decisions for significant initiatives will continue to rest with City Council with consideration being given to the desired level of service that the community demands and the resources available to meet these demands.