



# City of Lynchburg, Virginia Fire Department

# ***STRATEGIC PLAN*** ***2011-2013***



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## Executive Summary

Planning is essential for the success of any public or private undertaking. Strategic planning provides organizations with a collaborative, comprehensive plan to guide it. Without a well designed strategic plan, an organization may waste valuable resources operating on a day-to-day basis without achieving results. Organizations embark on their strategic planning exercises by determining their vision for the future and addressing broad themes of common interest to all.

The Lynchburg Fire Department has conducted an extensive revision of its strategic plan, which was first adopted in 2001. A core team of department members worked collaboratively to refresh the organization's commitment to excellence and has furnished a path toward future success. It takes organizational and individual leadership to enter into and participate in a strategic planning process. The commitment of the members of the Lynchburg Fire Department to produce this document is commendable.

The process does not end with the production of this document or by simply establishing goals and objectives. By nature, the strategic plan must become elemental in the day-to-day operations of the department. Each organizational unit and member must function in concert to effectively and efficiently implement the plan and it will require constant review and adjustment to assure continued relevance and focus.

This update of the strategic plan has resulted in a revision of the organization's vision and mission statements. While our vision and mission have not changed, the statements have been reworded to ensure that they are easy to remember by our members and by our customers. When the statements are easy to remember, members are more likely to be reminded of them more frequently and to allow them to be used as their basis in the delivery of service.

This strategic plan is organized into three focus areas: People, Services and Resources. Each of the focus areas contain goals, for which objectives and tasks have been defined to assist in achieving the stated goals. The elements of the strategic plan will be managed by the senior leadership of the fire department, but will be implemented by members at various levels of the organization.

## Acknowledgements

The Lynchburg Fire Department would like to acknowledge all of the members of the organization who participated in the creation of this comprehensive strategic plan revision. Specifically, the members of the strategic planning team are to be commended.

Brad Ferguson, Fire Chief  
Walt Bailey, Deputy Chief  
Anthony Smith, Deputy Chief  
Paul Kilgore, Battalion Chief  
Keith Johnson, Battalion Chief  
Ricky Bomar, Battalion Chief  
Ninette Heath, Battalion Chief  
Fred Mills, Battalion Chief  
Ed Jones, Battalion Chief  
Greg Wormser, Battalion Chief  
Robert Lipscomb, Battalion Chief\*  
Jason Campbell, Battalion Chief\*

Tom McCrickard, Captain  
David Jackson, Captain\*  
Jimmy Mitchell, Captain\*  
Jonathan Wright, Captain  
Abbey Johnston, Master Fire Fighter  
Anthony Andrews, Master Fire Fighter  
Matt Smith, Master Fire Fighter\*  
Marty Misjuns, Fire Fighter  
Ellen Davidson-Martin, Fire Administrative Mgr.  
Tammy Sage, Executive Assistant  
Tommy Doss, Data Analyst

*\*Denotes a member who was promoted during the strategic planning process.*

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## Message from the Fire Chief

As the Fire Chief, I am pleased and proud to present the revised and updated Lynchburg Fire Department Strategic Plan.

This plan builds on the success of our previous plans and sets the direction for the department for the next several years. It is the result of a lot of hard work by the planning team and input from members of the department. I would like to thank everyone involved for their efforts in making this revision of the Strategic Plan a great success.

The Lynchburg Fire Department has enjoyed tremendous support from City Council, the City Manager's Office and the citizens of Lynchburg. This support has allowed the department to accomplish a lot of the goals set forth in the previous plans and I am sure we will continue to be successful in the future.

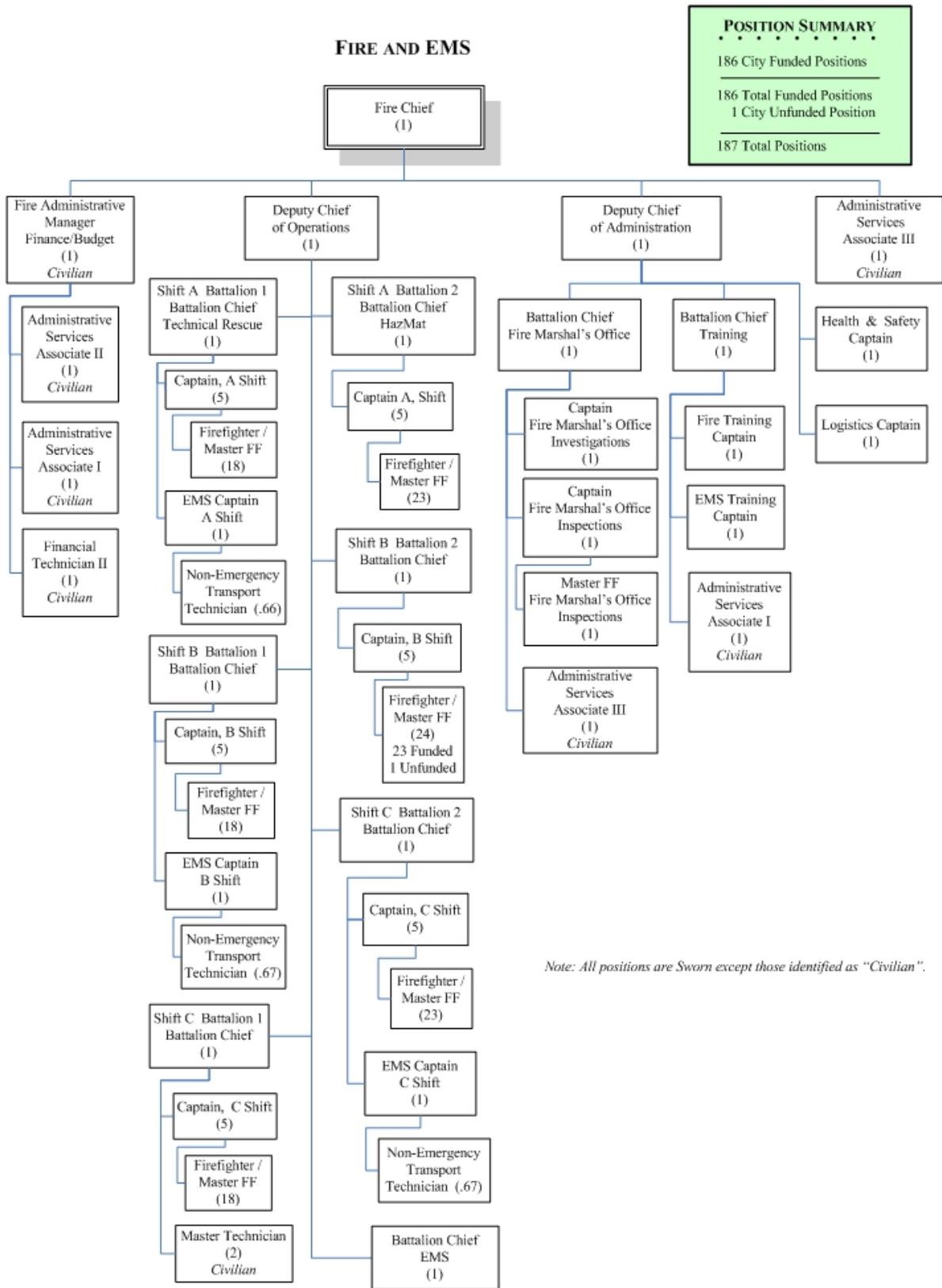
I encourage everyone to review this document and embrace the goals and strategies contained within. Doing so will ensure the department continues to challenge the status quo, break new ground and remain a leader in the provision of emergency services. The fire department is known for providing great service to our citizens. With this plan as our guide, I am sure we will continue to do so.

I wish everyone good health and happiness and you continue to make the Lynchburg Fire Department a great place to work. Keep up the good work and enjoy your career, but most important, stay safe.



Steven B. Ferguson

# Our Organization



### **Vision**

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

### **Purpose/Mission**

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

### **Values**

Honesty – Integrity – Trust – Compassion

## **Guiding Principles**

- **Open communication:** All members of the department are encouraged to openly share their thoughts in a professional manner. Unless there is a valid, specific reason not to provide certain information, tell them. This is probably the most important principle. Achieving and maintaining excellence can't occur without effective communications. Poor communication distorts efforts in all areas of the organization.
- **Recognition of Interdependence:** Officers of the department will work closely with members to accomplish the desired results in all aspects of the organization.
- **Problem-centered work:** Energy will be spent where the greatest results are, working on the most important problems facing the department. Integrate work so that the efforts of the various groups are coordinated rather than conflicting.
- **Management by Objectives:** Performance is measured by the results achieved for planned actions. The members of the organization accept and adopt the directions and objectives that have been set for the organization. Systematic assessment and revision of the current plan is done in a participative atmosphere and with involvement by all levels of the organization.
- **Effective Decision Making:** Decisions are made at the appropriate level by those who have the information, knowledge, skills, and ability to achieve effective results. Decision makers must have the responsibility, accountability, and authority to act.
- **Each Person has a Responsibility to Act:** Work is organized and distributed so that each member of the department has a meaningful job that is related to the organization's vision, purpose/mission and goals. Each is held accountable for achieving the desired results.
- **Encouragement of Individual Growth:** The department recognizes that it is essential to provide opportunities for each member of the organization to grow and develop so that both the individual's goals and the department's goals can be met.
- **Differences are Addressed Openly:** Conflict is addressed openly, fairly, constructively, and timely.
- **Striving for New Ideas:** The members of the department are encouraged to use their creativity and imagination to find new ways to solve problems, enhance services and create excellence within the organization.
- **Appropriate Recognition:** The members of the department will be recognized for doing these things, as well as for achievement of the desired results and for creating excellence.

## CONDUCT STANDARDS

The following list of directives represents the conduct standards for members of the Lynchburg Fire Department. The basis for these regulations is the following policy:

*Every member of the Lynchburg Fire Department is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive, productive, and mature way. Failure to do so will result in disciplinary action ranging from counseling to termination.*

### ALL MEMBERS SHALL:

1. Follow policies, standard operating guidelines and other written directives of both the Lynchburg Fire Department and the City of Lynchburg.
2. Use their training and capabilities to protect the public at all times.
3. Work competently in their positions to cause all department programs to operate effectively.
4. Always conduct themselves to reflect credit on the department.
5. Supervisors will manage in an effective, considerate manner; subordinates will follow instructions in a positive, cooperative manner.
6. Always conduct themselves in a manner that creates good order inside the department.
7. Keep themselves informed to do their jobs effectively.
8. Be concerned and protective of each member's welfare.
9. Operate safely and use good judgment.
10. Keep themselves physically fit.
11. Observe the work hours of their position.
12. Obey the law.
13. Be careful of department equipment and property.

### MEMBERS SHALL NOT:

1. Engage in any activity that is detrimental to the Department.
2. Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
3. Fight.
4. Abuse their sick leave.
5. Steal.
6. Use or otherwise be under the influence of alcoholic beverages, debilitating drugs, or any substance which could impair their physical or mental capacities while on duty.\*
7. Engage in any sexual activity while on duty.\*

*\*Violations of Rules 6 and 7 shall result in automatic termination.*



# PEOPLE

The Lynchburg Fire Department will promote a highly skilled, accountable and resilient workforce that is united in our common vision.

<b>GOAL 1: Develop a workforce development plan.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Maintain competency-based job descriptions and performance criteria for all positions in the department, clarify roles and expectations, properly evaluate performance, and recruit and hire qualified applicants.	a. Improve yearly the number of personnel who meet or exceed competency-based performance criteria based on knowledge, skills, and abilities.	Fire Chief & BC of Training	Annual
2. Ensure departmental promotional policies and career path objectives align with the expectations for each position to maintain a skilled workforce.	a. Define pathways of career development.	Deputy Chief of Administration	December 2011
	b. Identify members that would excel in a development pathway.	Deputy Chief of Administration	Ongoing
	c. Implement the IAFC's Professional Development Program.	Deputy Chief of Administration	July 2012
	d. Research industry standards to identify appropriate length of service, educational requirements, and KSA's/ competencies needed for each level.	Deputy Chief of Administration	July 2012
	e. 100% of promoted candidates meet, at minimum, the knowledge, skills and abilities for their positions.	Fire Chief & BC of Training	Ongoing
3. Establish formal educational requirements for all positions based on the knowledge, skills, abilities, and competencies required of each position to ensure properly skilled persons will fulfill the needs of a changing job environment.	a. Provide opportunities for employees to obtain a formal education/degree. (Resources available through Fire Programs.)	Fire Chief & BC of Training	Ongoing
	b. Define educational programs that will be supported.	Fire Chief & BC of Training	January 2012
4. Maintain a firefighter basic school in order to develop a highly skilled well-trained pool of qualified recruits.	a. Provide eight hours of training for temporary employees per month.	Fire Chief & BC of Training	Ongoing
5. Develop a Succession Plan to ensure proper and timely replacement of personnel to maintain functional leadership.	a. Employees promoted have completed officer development training for that position.	Fire Chief & BC of Training	July 2012/ Ongoing
6. Encourage Executive Fire Officer participation for all Chief Officers and for other key leadership positions, as defined by the National Fire Academy, to continually develop the leadership of the department. Also encourage participation in PELS Program.	a. Increase the number of eligible department battalion & deputy chief officers that participate at the National Fire Academy in the Executive Fire Officer program.	Fire Chief & BC of Training	Ongoing
	b. Require all Officers to participate in NFA's Command and Control series and career development.	Battalion Chief of Training	July 2013
7. Evaluate policies and procedures to ensure they are applicable and can be consistently applied.	a. Provide a review of 100% of all department policies each year to ensure they are applicable and are consistently applied.	Fire Chief & BC of Training	Annually
	b. Provide officer training of policies/procedures to ensure an understanding, the expectation of enforcement, and accountability.	Fire Chief	Annually
8. Establish and promote diversity initiatives to ensure the department is representative of our community.	a. Increase the total number of qualified minorities in the department to be reflective of the community.	Fire Chief & BC of Training	Ongoing
9. Provide continuing education for officers.	a. Identify training needs for new officers.	BC of Training	July 2012/ Ongoing
	b. Identify areas that established officers need refresher training.	BC of Training	July 2012/ Ongoing
	c. Implement training for the purpose of preparing current officers for future upper level leadership roles. (Captains to Battalion Chiefs, as well as training for Battalion Chief to Deputy Chief.)	BC of Training	July 2012/ Ongoing
10. Provide and promote competency-based training at all skill levels.	a. Identify primary skills for each level (Fire/EMS)	BC of Training	July 2012 Annual Review
	b. Establish fair/research based benchmarks for evaluation of skills.	BC of Training	July 2012 Annual Review
	c. Establish remediation plans to ensure proper training at all levels.	BC of Training	July 2012 Annual Review
11. Establish minimum training requirements and competencies for job specific assignments (i.e.: engine/driver/operators, aerial driver/operators, rescue personnel, aerial personnel).	a. Define minimum training requirements for specialized apparatus.	BC of Training	January 2012
	b. Provide department training for specialized apparatus.	BC of Training	Ongoing
12. Provide cutting edge training at the local level.	a. Increase the number of guest instructors.	BC of Training	Ongoing
13. Encourage written and verbal communication training.	a. Determine needs of department relating to communication skills.	BC of Training	Ongoing
	b. Research current trends in documentation litigation.	BC of Training	Ongoing

<b>GOAL 1: Develop a workforce development plan (Continued).</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
14. Increase the Training Division's role in every day training, as well as department-wide training.	a. Establish schedule of short- and long-term training objectives for the department.	BC of Training	Ongoing
	b. Conduct an annual training needs assessment.	BC of Training	July (Annually)

<b>GOAL 2: Develop a comprehensive planning and analysis process in order to provide the most efficient and effective customer service.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Maintain accreditation to demonstrate cutting-edge organizational management of equipment and personnel to maximize customer services.	a. Pursue reaccreditation in 2011.	Fire Chief	Ongoing
	b. Implement strategic and specific recommendations of peer assessment team.	Fire Chief	Ongoing
2. Provide periodic review of the Strategic Plan to ensure progress and make adjustments based on a changing fiscal, political, and operational environment.	a. Annually review performance measures for appropriateness. (Senior Staff review in July each year)	Fire Chief	July (Annually)
	b. Annually review performance measures for appropriateness. (Senior Staff review in July each year)	Fire Chief	July (Annually)
3. Continue the process to analyze department statistical data to improve customer service.	a. Generate monthly, quarterly, and yearly reports to quantify departmental statistical data.	Tommy Doss	Ongoing

<b>GOAL 3: Develop culture that is willing to accept personal responsibility and be held accountable for providing quality services to our customers, both internally and externally.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Develop and implement processes and practices that support personal accountability of the department members' performance expectations.	a. Identify what a culture of accountability looks like.	Deputy Chief of Administration	Ongoing
	b. Identify current organizational accountability issues.	Deputy Chief of Administration	Ongoing
	c. Determine if a common root cause exists for issues.	Deputy Chief of Administration	Ongoing
	d. Determine the approach to correct the identified issues.	Deputy Chief of Administration	Ongoing
	e. Provide training to members, with an emphasis on officers, about accountability and expectations.	Deputy Chief of Administration	Ongoing

<b>GOAL 4: Ensure optimal communications among and between all members of the department and with other related entities.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Standardize methods of communications between department operational shifts.	a. Develop a standardized method of communicating between all shifts.	Senior Staff	Ongoing
2. Standardize methods of communications between Administration and field personnel.	a. Develop means of measuring effectiveness and accuracy of top to bottom communications.	Senior Staff	Ongoing
3. Improve education and communication with other departments and agencies about department services.	a. Develop a continuing dialogue with other City departments and related outside agencies after identifying those that would provide benefit to departmental objectives.	Senior Staff	Ongoing
4. Improve communication of departmental services and successes with City Council.	a. Develop a governmental liaison at the local and state level for department-related issues.	Senior Staff	Ongoing

<b>GOAL 5: Develop a comprehensive and effective compensation and benefit program to attract and retain quality employees with long-term commitment in mind.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Structure certification pay program to compensate enhanced service delivery providers.	a. Identify enhanced services outside of primary services that warrant additional compensation.	Deputy Chief of Administration	July 2012
	b. Research current trends of additional compensation packages provided by similar sized departments.	Deputy Chief of Administration	July 2012
2. Maintain and expand retirement benefit program for current and future retirees.	a. Continue working with the Local, City Council, and Human Resources to maintain City VRS contribution.	Deputy Chief of Administration	Ongoing
	b. Provide retirement planning advice early in a member's career.	Deputy Chief of Administration	Ongoing
	c. Explore options to provide funding for medical benefits to members hired after July 1996.	Deputy Chief of Administration	July 2013
3. Develop a compensation package for EMS delivery providers.	a. Research current trends of EMS provider compensation packages provided by similar sized departments.	Deputy Chief of Admin. & BC of EMS	July 2013

<b>GOAL 6: Develop a culture that is committed to improving and maintaining the health and well-being of employees by requiring participation in regular physical capabilities testing and in wellness programs.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Develop and implement policies and procedures that support the improvement of the health and well-being of employees and to ensure that all Fire Department personnel are physically capable of performing duties.	a. Explore the development of a departmental wellness-fitness program utilizing resources such as the IAFF/IAFC Joint Labor Management Wellness-Fitness Initiative (WFI).	Deputy Chief of Admin. & Health & Safety Officer	2013
	b. Update our current annual employee physical to meet NFPA standards/recommendations.	Deputy Chief of Admin. & Health & Safety Officer	Ongoing
	c. Explore implementation of the Candidate Physical Abilities Test (CPAT).	Deputy Chief of Admin. & Health & Safety Officer	July 2012
	d. Explore grant opportunities to fund components of a departmental wellness-fitness program.	Deputy Chief of Admin. & Health & Safety Officer	Ongoing
2. Maintain a departmental Health and Wellness Program to support the health and wellness of our members.	a. Reduce department sick leave usage yearly.	Fire Chief & BC of Training	Ongoing
	b. Reduce department injury leave usage for work related injuries yearly.	Fire Chief & BC of Training	Ongoing
	c. Provide the opportunity for one hour of physical fitness training per line employee each work shift.	Fire Chief & BC of Training	Ongoing

<b>GOAL 7: Develop a hiring system that produces great employees for the identified services.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Develop a method of hiring that produces employees who are capable of performing the job.	a. Research and identify flaws in our current hiring system that includes ensuring that we are utilizing validated selection criteria for potential employees.	Deputy Chief of Administration	January 2012
	b. Increase reference list including previous experience and employment (including volunteer fire and EMS experience).	Deputy Chief of Administration	January 2012
	c. Educate part-time employees of department expectations and provide them with their predicted future employment status.	Deputy Chief of Administration	January 2012
2. Develop a method to ensure candidates are physically fit for performing job-related tasks.	a. Identify methods to educate potential employees about our services and ensure they are physically prepared (CPAT).	Deputy Chief of Administration	July 2012

<b>GOAL 8: Develop promotional processes that produce effective leaders for the department.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Redefine promotional processes to include validation tools.	a. Research industry standards for fire service-validated promotional components for the process to include testing, evaluation, and elimination.	Deputy Chief of Administration	Ongoing
2. Redefine the promotional qualifications.	a. Ensure each rank includes appropriate prerequisites for promotion.	Deputy Chief of Administration	July 2012

<b>GOAL 9: Provide educational opportunities to enhance service delivery and develop the workforce for current and future roles.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Provide career development pathways.	a. Produce at least 100 hours of company school training annually for every field employee.	Fire Chief & BC of Training	Ongoing
	b. Produce at least 40 hours of training annually for every civilian employee.	Fire Chief & BC of Training	Ongoing



# 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.

## GOAL 1: Develop a post-incident program to cultivate a safe environment for the community.

Objectives	Tasks	Accountability	Timeframe
1. Maintain Foundation to assist the Lynchburg Fire Department in procuring items that provide enhanced customer service and assist the victims of fire and EMS emergencies with restoration efforts.	a. Increase The Fire Foundation's revenues yearly.	Deputy Chief of Administration & Foundation Board	Ongoing
2. Maintain a restoration program to assist customers with post-incident concerns after a fire or EMS incident.	a. To maintain a restoration contact in 90% of all structure fire incidents. (Victim of fire incident is contacted for the express purpose of restoration concern.)	Deputy Chief of Administration	Ongoing

## GOAL 2: Create a community wellness plan for our citizens in order to foster improved community health practices.

Objectives	Tasks	Accountability	Timeframe
1. Maintain and update information about citizens with special needs to address specific customer care requirements before and after emergencies.  (Special needs customers are those that would require additional assistance in a man-made or natural disaster/emergency and who would otherwise not be capable of self-rescue or preservation.)	a. Increase and maintain the special needs database yearly.	Deputy Chief of Administration & FMO	Ongoing
	a. Ensure the validity of information by contacting 30% of customers annually.	FMO	Ongoing
2. Promote community health practices to reduce dependence on emergency services and increase customers' quality of life.	a. Increase number of public information/educational programs in the community.	FMO	Ongoing
3. Implement a Public Access Defibrillator program to support timely intervention in heart-related incidents.	a. Place public access defibrillators in all City facilities.	BC of EMS	Ongoing
4. Maintain an aggressive campaign to install residential smoke detectors and inspect carbon monoxide alarms.	a. Increase the number of working smoke detectors and/or carbon monoxide detectors in City residences each year.	FMO	Ongoing
5. Maintain public fire and EMS education in order to coordinate current programs and develop future programs.	a. Review and evaluate 100% of educational programs yearly.	Fire Marshal	Annually
6. Establish relationships with "at risk" youth facilities, alternative schools, and public and private city schools to increase fire & EMS awareness.	a. Maintain current educational programs yearly.	Deputy Chief of Administration & Fire Marshal	Ongoing
7. Promote public safety education programs in local businesses to cultivate a safe community.	a. Provide five public safety education programs in local businesses yearly.	Deputy Chief of Administration & Fire Marshal	Ongoing

## GOAL 3: Provide customers with prompt response and appropriate emergency mitigation via qualified personnel and the best available tools.

Objectives	Tasks	Accountability	Timeframe
1. Maintain appropriate SOP's as a basis for expected service delivery.	a. Review departmental SOP's annually for appropriateness and applicability.	Deputy Chief of Operations	Annually
2. Develop a comprehensive set of performance measures and targets for all internal and external services and programs delivered by LFD.	a. Review the Standard of Cover and compare it to our performance as an organization annually.	Deputy Chief of Operations	Annually
	b. Analyze response times and compare those against the Standard of Cover document.	Deputy Chief of Operations	Annually
3. Develop operational benchmarks to support quality customer service.	a. In 95% of all applicable incidents, 1 ¾ hand line is in service in one minute 30 seconds from time of arrival of first due engine.	Deputy Chief of Operations	Annually
	b. In 90% of all applicable incidents, primary search is completed within ten minutes of arrival at single-family dwellings.	Deputy Chief of Operations	Annually
	c. In 90% of all applicable incidents, secondary search is completed within 15 minutes of arrival at single-family dwellings.	Deputy Chief of Operations	Annually

<b>GOAL 3: Provide customers with prompt response and appropriate emergency mitigation via qualified personnel and the best available tools (Continued).</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
	d. In 90% of incidents involving single-family dwellings, the fire is under control within 15 minutes of arrival.	Deputy Chief of Operations	Annually
	e. Conduct fire and life safety inspections in at least 50% of inspectable properties within the City of Lynchburg.	FMO	Annually
	f. Complete 100% of required life safety inspections as identified in the Statewide Prevention Code.	FMO	Annually
	g. Actively participate in the Technical Review Committee (TRC) and provide a review on all site design plans within five business days of meeting with the developer.	FMO	Annually
	h. Determine cause and origin on 100% of all fires.	FMO	Annually
	i. Clear 90% of all investigations.	FMO	Annually

<b>GOAL 4: Establish relationships and partnerships to ensure effective delivery of public safety education.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Partner with area media outlets to help develop public service announcements and/or stories for broadcasts and publication.	a. Participate in four public safety service stories per year.	Fire Marshal	Annually
2. Explore opportunities for enhanced partnerships within the city's public safety system (PD/Sheriff/Lyn-Comm/Emergency Management).	a. Utilize the Lynchburg television station for interviews to explain our services and how we deliver them.	FMO	Annually
	b. Utilize informational signs in front of most visible/heavy traffic stations.	FMO	Annually
	c. Utilize all local media for public safety announcements.	FMO	Annually
	d. Use public billboards to promote positive image.	FMO	Annually
	e. Reinstigate "after the fire" surveys and EMS surveys.	FMO	Annually
3. Increase participation and number of stations in Partnership in Education.	a. Offer training on "Partnership in Education" and what exactly is involved and the benefits gained by both parties.	FMO	Annually
	b. Identify schools that do not have current "active" partnerships with LFD.	FMO	Annually
	c. Identify stations that are not "actively" involved in partnerships with the city schools.	FMO	Annually
	d. Survey current stations that are participating actively in "Partnership in Education" and gather information as to special projects they have done that have been successful and meaningful for the school, students, and firefighters.	FMO	Annually
4. Inform citizens that we provide service to install and teach them how to properly install Child Safety Seats.	a. Identify employees who have completed training during Recruit Schools.	FMO	Annually
	b. Use the City's local television station to better inform the public of this service.	FMO	Annually
	c. Incorporate the Child Safety Seat Program into the Training Division.	FMO	Annually

<b>GOAL 5: Seek regional cooperation to identify opportunities that will enhance public safety.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Assist Central Virginia public safety agencies as necessary to maximize the use of regional fire and rescue resources.	a. Provide assistance in implementing operational activities upon request from neighboring jurisdictions.	Deputy Chief of Operations	Ongoing/Annually
2. Identify and address current and future public safety organizational training needs to maximize the effective use of area training resources.	a. Assist with meeting regional training needs.	Deputy Chief of Operations	Ongoing
3. Partner with regional agencies to develop public safety operational initiatives.	a. Provide assistance in implementing operational activities with area and city public safety agencies.	Deputy Chief of Operations	Ongoing
	b. Pursue regular meetings between Police/Fire command staff and field personnel.	Deputy Chief of Operations	Ongoing

<b>GOAL 6: Continue to be a leading EMS model.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Determine the appropriate "scope of service" to be delivered by LFD and explore partnerships to maintain core services and spin off non-essential services.	a. Identify any current non-core services that could be delivered by other means.	BC of EMS	January 2012
	b. Identify groups who can deliver the non-core services that we currently provide.	BC of EMS	January 2012
2. Ensure response objectives are met through appropriate deployment of resources.	a. Ensure standard of cover is being met.	BC of EMS	January 2012
	b. Define appropriate response areas based on geographic location of the calls/stations and call volume.	BC of EMS	January 2012
	c. Determine if the "right" apparatus are being utilized at the "right" time.	BC of EMS	January 2012
3. Explore alternative EMS delivery models/methods to prevent burdens on emergency services, through the use of advance practice paramedics.	a. Identify alternative delivery models for call types.	BC of EMS	January 2012
	b. Ensure appropriate EMS regulations/laws are in place for alternative delivery models.	BC of EMS	January 2012
	c. Amend protocols to reflect alternative delivery models.	BC of EMS	January 2012
4. Ensure appropriate deployment of resources based on 911 caller information.	a. Develop and implement call prioritization protocols.	BC of EMS	January 2012
	b. Work with Lyn-Comm to implement EMD.	BC of EMS	January 2012
	c. Develop mechanisms to utilize GPS tracking to dispatch closest unit to calls for service.	BC of EMS	January 2012
5. Develop methods to gather outcome data to improve service delivery.	a. Identify which information/data is needed to improve service delivery.	BC of EMS	January 2013
	b. Determine methods for contacting prior patients to obtain feedback.	BC of EMS	January 2013
	c. Determine a mechanism to retrieve patient data/ information from Centra.	BC of EMS	January 2013
6. Determine the scope, level, and method of service delivery provided by the LLSC and how it can be most effectively integrated into the LFD's service delivery model.	a. Conduct an analysis of the LLSC to establish realistic integration objectives.	Deputy Chief of Operations and BC of EMS	January 2012
7. Evaluate emergency medical service delivery system in order to provide continued quality customer service.	a. Ensure personnel are performing at the proper skill level following BREMS protocol.	Fire Chief & BC of Training	Ongoing

<b>GOAL 7: Provide quality and effective fire investigations, including educational and life safety initiatives, to minimize fire loss and personal injury.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Determine the scope of service that should be provided by the LFD.	a. Determine the effectiveness of the current delivery method.	FMO	January 2012
	b. Ensure that core services are being met and that "advertised services" are within our scope of practice.	FMO	January 2012
	c. Determine that the effectiveness of our service is directly impacting accreditation.	FMO	January 2012
2. Explore alternatives to the current model based on existing models that are similar in scope and practice.	a. Consider staffing alternatives.	FMO	July 2012
	b. Evaluate the current service delivery model relating to budget and needs vs. wants.	FMO	July 2012
	c. Consider partnerships, both internal and external, that may enhance service delivery.	FMO	July 2012
	d. Determine effective staffing guidelines to determine how those guidelines may affect core service delivery.	FMO	July 2012
3. Develop a comprehensive performance measurement tool to effectively evaluate our service delivery.	a. Determine an effective way to measure performance based on known models and service delivery methods.	FMO	January 2013
	b. Analyze the effectiveness of service delivery and determine how to make that delivery more effective.	FMO	January 2013
	c. Develop an appropriate method for tracking information and using that information for data analysis.	FMO	January 2013
4. Ensure the highest quality of training through recognized industry leaders to meet the needed standards appropriate for the job.	a. Provide quality educational opportunities for all staff involved in the FMO.	FMO	January 2012
	b. Continue to provide in-house training.	FMO	January 2012
	c. Identify prominent service delivery techniques/methods & align training with those methods.	FMO	January 2012

<b>GOAL 8: Improve interoperability to develop a comprehensive regional public safety system.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Explore opportunities for enhanced partnerships within the city's public safety system (PD/Sheriff/Lyn-Comm/Emergency Management, Blue Ridge Regional Jail, Liberty University Police Department).	a. Identify stakeholders within the City public safety system.	Deputy Chief of Operations	January 2012
	b. Identify partnership opportunities within the City public safety agencies.	Deputy Chief of Operations	January 2012
2. Consider opportunities for special teams regionalization.	a. Identify local and state stakeholders for special teams regionalization.	Deputy Chief of Operations	December 2012
	b. Conduct a discussion among local stakeholders reviewing our current special teams and response capabilities.	Deputy Chief of Operations	December 2012
	c. Discuss the possibility of partnering with our neighboring departments to offer regional special teams.	Deputy Chief of Operations	December 2012
	d. Conduct discussion among state stakeholders reviewing our special teams & response criteria.	Deputy Chief of Operations	December 2012
3. Explore opportunities for a more formalized regional fire/EMS academy.	a. Identify stakeholders for a regional fire/EMS academy.	Deputy Chief of Operations	December 2012
	b. Conduct a discussion among the stakeholders concerning the pros and cons of conducting a regional fire/EMS academy.	Deputy Chief of Operations	December 2012
	c. Research other areas that offer a regional fire/EMS academy.	Deputy Chief of Operations	December 2012
	d. Meet with the City Attorney and Human Resources to determine the feasibility of conducting a regional fire/EMS academy.	Deputy Chief of Operations	December 2012
4. Identify, evaluate, and implement (as appropriate) cooperative efforts for the delivery of emergency and support services with neighboring agencies.	a. Identify local stakeholders from our neighboring agencies.	Deputy Chief of Operations	Ongoing
	b. Discuss response/purchasing possibilities with our neighboring agencies.	Deputy Chief of Operations	Ongoing
	c. Discuss the pros and cons of automatic mutual aid with our neighboring agencies.	Deputy Chief of Operations	Ongoing
	d. Update/develop written mutual aid agreements with our neighboring agencies.	Deputy Chief of Operations	Ongoing
5. Conduct education and training for Lyn-Comm employees about fire department functions enabling them to provide efficient dispatching.	a. Provide eight hours of education and training per year to all Lyn-Comm employees.	Fire Chief & BC of Training	Ongoing

<b>GOAL 9: Provide safe and efficient technical rescue and haz-mat response services that are part of our core service delivery.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Determine the scope, level, and method of specialty programs/services that should be delivered by LFD.	a. Determine the effectiveness of the current delivery method.	BC of TRT BC of Haz-Mat	July 2012
	b. Identify the programs that are mandated based on the type of service offered.	BC of TRT BC of Haz-Mat	July 2012
	c. Ensure that core services are being met and that "advertised services" are within our scope of practice.	BC of TRT BC of Haz-Mat	July 2012
	d. Determine that the effectiveness of our service is directly impacting accreditation and standard of cover.	BC of TRT BC of Haz-Mat	July 2012
2. Explore alternatives to our current model, based on existing models that are similar in scope and practice.	a. Consider staffing alternatives which may include current operations and regionalization.	BC of TRT BC of Haz-Mat	January 2012
	b. Evaluate the delivery of service as it relates to budget needs vs. wants.	BC of TRT BC of Haz-Mat	January 2012
	c. Determine partnerships that can assist and/or enhance service delivery.	BC of TRT BC of Haz-Mat	January 2012
	d. Determine effective staffing guidelines and how those guidelines may affect core service delivery.	BC of TRT BC of Haz-Mat	January 2012



# RESOURCES

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

**GOAL 1: Develop a program that ensures consistent replacement schedules, distribution methods, and funding strategies to support non-personnel resources.**

Objectives	Tasks	Accountability	Timeframe
1. Develop a Facilities Plan to ensure existing and future buildings meet code requirements and have adequate space and furnishings.	a. Inspect Fire and EMS facilities for safety compliance.	Logistics & FMO	Ongoing
	b. Update the facilities plan annually.	Battalion Chief (Fleet), Logistics	January 2012 (Annually)
2. Develop a plan to enhance equipment and supply funding, acquisition, and distribution to ensure departmental personnel are allocated the proper resources necessary to accomplish duties and responsibilities.	a. Fill 80% of departmental requests for in-stock supplies within 24 hours (excluding vehicles).	Logistics & Battalion Chiefs	Ongoing
	b. Process all orders for non-stocked supplies and materials within 72 hours.	Logistics & Battalion Chiefs	Ongoing
3. Maintain a Grant Committee to explore alternative funding, and seek funding from all available grants.	a. Continually increase department pursuit of competitive grants.	Fire Administrative Manager	Ongoing

**GOAL 2: Develop a Facilities Plan to ensure existing and future buildings meet code requirements and have adequate space and furnishings and allow for future service delivery.**

Objectives	Tasks	Accountability	Timeframe
1. Develop and maintain a facilities plan and work with city staff to prioritize items to meet Facilities Plan.	a. Perform an assessment of all Fire Dept. facilities. Determine code issues, safety issues, building health, maintenance issues, ADA issues, historical issues, growth issues, and energy efficiency of buildings.	Logistics	Ongoing
	b. Include station officers, facility managers, FMO, City Inspections, Engineering, Buildings and Grounds in the assessment process.	Logistics	Ongoing
	c. Prioritize items into short-, medium-, and long-range goals.	Deputy Chief of Admin. & Logistics	Ongoing
	d. Explore alternative funding options.	Deputy Chief of Administration	Ongoing
	e. Submit budget requests per priorities and CIP requests.	Fire Chief	Ongoing
2. Determine where and when growth in business and residential areas will occur.	a. Analyze call volume and look for changing trends in specific areas of town (ex.: Greenview Dr., Wyndhurst, Wards Rd., and Liberty University/460 corridor).	Deputy Chief of Operations	Ongoing
	b. Partner with Department of Economic Development, Region 2000 and colleges/universities (Liberty) to predict/determine future growth in student population and facilities.	Deputy Chief of Operations	Ongoing
	c. Re-evaluate current Standard of Cover document to determine if it meets current and projected response needs.	Accreditation Manager	Ongoing
	d. Analyze need to relocate station/apparatus.	Deputy Chief of Operations	Ongoing
3. Research code requirements and examine other departments regarding facilities.	a. Ensure facilities are compliant with OSHA, NIOSH, NFPA, and ADA standards.	Logistics	Ongoing
	b. Survey other fire departments with similar facilities to determine what, if any, facilities plans they have to meet their current and emerging needs.	Logistics	Ongoing
	c. Ensure the future construction/renovation of fire department facilities includes separate male and female facilities.	Logistics	Ongoing

<b>GOAL 3: Develop an integrated information technology management system to ensure operational efficiency.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Research, test, and purchase new records management system.	a. Identify pros and cons of existing software.	Fire Chief	January 2012
	b. Define research and testing parameters for new software to include performance, integration, and security.	Fire Chief	January 2012
	b. Work collaboratively with Procurement and IT Departments to purchase and install new software.	Fire Chief	January 2012
	c. Train department members so they have the proper knowledge, skills, and abilities to utilize new software.	BC Chief of Training	January 2012
2. Explore alternative connectivity options.	a. Continually seek to identify alternatives that promote more efficient, reliable, and cost-effective solutions for connectivity.	Fire Chief	Ongoing
	b. Once identified, test, implement, and evaluate new connectivity solutions.	Fire Chief	Ongoing
	c. Explore new and faster connectivity options (Wifi, Wimax, etc.)	Fire Chief	Ongoing
	d. Define connectivity.	Fire Chief	Ongoing
3. Explore personnel management software for staffing, training, and equipment.	a. Identify key components of software.	Fire Chief	January 2012
	b. Evaluate proposals from vendors and make selection.	Fire Chief	January 2012

<b>GOAL 4: Continue providing the highest level of emergency response from the most modern &amp; dependable equipment.</b>			
<b>Objectives</b>	<b>Tasks</b>	<b>Accountability</b>	<b>Timeframe</b>
1. Maintain the fleet replacement plan.	a. Monitor and evaluate vehicle replacement schedule.	BC (Fleet)	Ongoing
	b. Monitor mileage, condition, and repair history of vehicles.	BC (Fleet)	Ongoing
	c. Constantly evaluate replacement criteria for relevance.	BC (Fleet)	Ongoing
2. Work with city staff to prioritize items in Fleet Plan.	a. Use condition and replacement criteria to adjust items in plan.	BC (Fleet)	Ongoing
	b. Obtain feedback from emergency vehicle technicians and field personnel to prioritize vehicle replacements.	BC (Fleet)	Ongoing
	c. Maintain close contact with Fleet Director during plan development.	BC (Fleet)	Ongoing
3. Determine if fleet meets demands of service delivery.	a. Ensure Apparatus Committee is representative of entire department.	BC (Fleet) & Deputy Chief of Operations	Ongoing
	b. Obtain feedback and suggestions from field personnel on apparatus features that would improve safety and service delivery.	BC (Fleet) & Deputy Chief of Operations	Ongoing
	c. Maintain up-to-date knowledge in apparatus trends.	BC (Fleet) & Deputy Chief of Operations	Ongoing
	d. Maintain up-to-date knowledge of NFPA 1901 and upcoming revisions.	BC (Fleet) & Deputy Chief of Operations	Ongoing