



STRATEGIC PLAN

Lynchburg Fire Department
2017



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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 a 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 revisitation of the organization's vision and mission statements. While our vision and mission have not changed, the statements have been reaffirmed. When the statements are clear and concise, 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
Heather Childress, Acting Deputy Chief
Ricky Bomar, Battalion Chief
Robert Lipscomb, Battalion Chief
Michael Thomas, Battalion Chief
Robert Mays, Acting Battalion Chief
Russell Ayscue, Captain
Anthony Andrews, Master Fire Fighter
Andrew White, Firefighter/EMT
Tammy Sage, Executive Assistant

Greg Wormser, Deputy Chief
Mike Reeves, Battalion Chief
Jonathan Wright, Battalion Chief
Sean Regan, Battalion Chief
Thomas Goode, Battalion Chief
Allen Carwile, Captain
Danny Williams, Captain
Todd Styles, Master Firefighter
Ellen Davidson-Martin Fire Administrative Mgr.

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 as you continue to make the Lynchburg Fire Department a great place to work and the City of Lynchburg a great place to live, work and play. Keep up the good work and enjoy your career, but most important, stay safe.



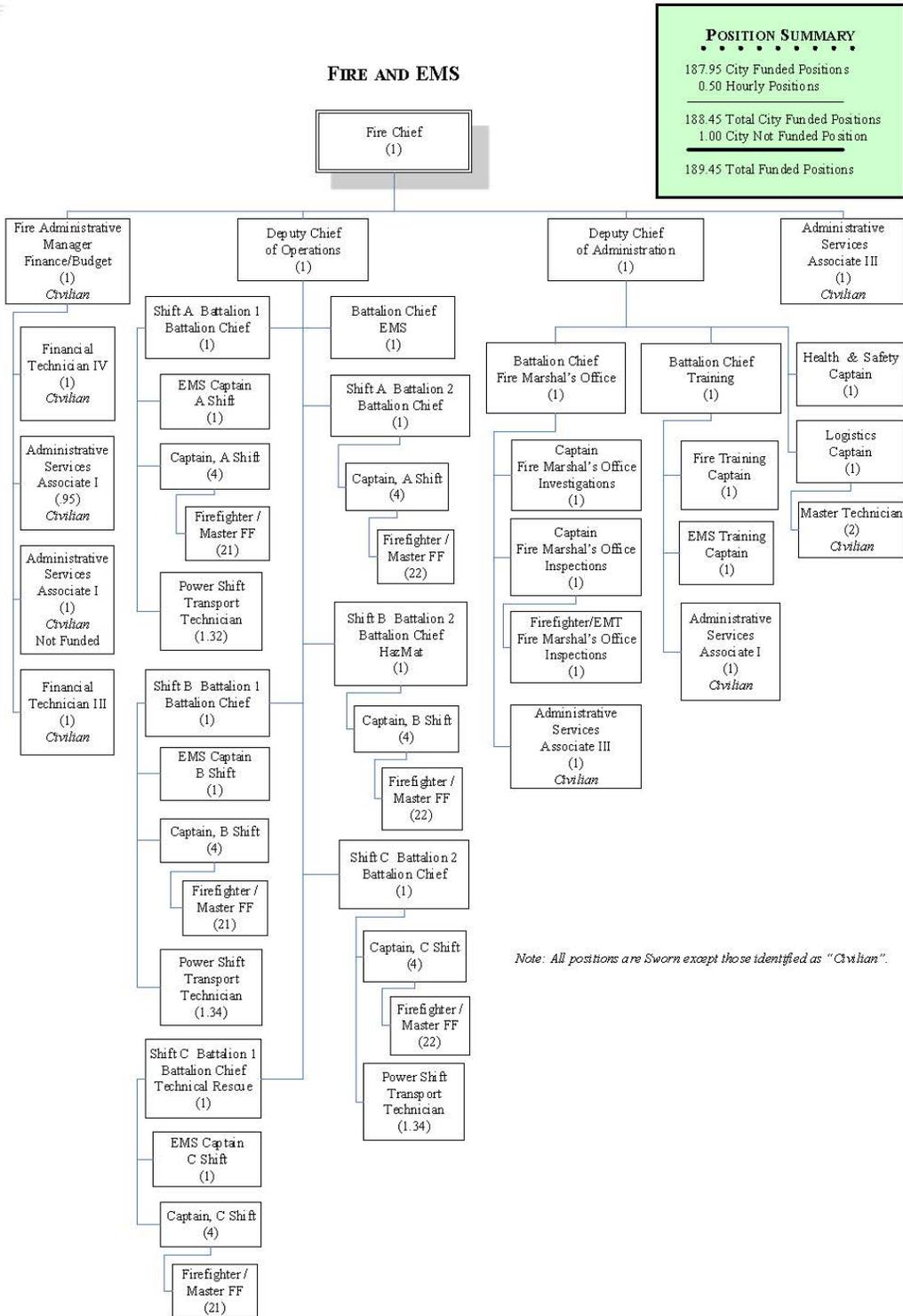
Steven B. Ferguson

Our Organization



General Fund

Public Safety



Vision

To be a leading public safety agency in the Commonwealth, providing superior services that promote life safety and minimize 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, share it. 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.
6. Subordinates: Will follow instructions in a positive, cooperative manner.
7. Always conduct themselves in a manner that creates good order inside the department.
8. Keep themselves informed to do their jobs effectively.
9. Be concerned and protective of each member's welfare.
10. Operate safely and use good judgment.
11. Keep themselves physically fit.
12. Observe the work hours of their position.
13. Obey the law.
14. Be careful of department equipment and property.



PEOPLE

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

GOAL 1: Create and implement a comprehensive workforce development plan.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Maintain competency-based job descriptions and performance criteria for all positions in the department to clarify roles and expectations and provide for proper performance evaluation.	a. Review job descriptions annually to ensure they reflect current best practices and job specific responsibilities.	Deputy Chief of Administration	Revision date on job descriptions	No funding requirements
		Annually in February		
2. Ensure departmental promotional policies and career path objectives align with the knowledge, skills, abilities, and competencies for each position to maintain a skilled workforce.	a. Define pathways of career development.	Deputy Chief of Administration	IAFC Guidelines	No funding requirements
	b. Develop guiding principles for professional development.	Annually in February		
		c. Identify appropriate length of service, educational requirements, and knowledge, skills, and abilities/competencies needed for each level.	Deputy Chief of Administration & BC of Training	IAFC Guidelines
3. Evaluate formal educational requirements that align with the knowledge, skills, abilities, and competencies required of each position in the organization.	a. Provide opportunities for employees to obtain a formal education/degree. (Resources available through Fire Programs.)	Deputy Chief of Administration & BC of Training	Employee Survey (annually)	Funding required for tuition and books (already included in budget consideration)
	b. Define educational programs that will be supported.	Fire Chief & BC of Training		
4. Conduct a firefighter recruit academy to create a highly-skilled, well-trained workforce and maintain adequate staffing.	a. Forecast vacancies created by retirements to allow for the appropriate number of recruits in the academy.	Fire Chief & BC of Training	Have open communication with employees eligible for retirement	Funding required to conduct the basic school
	b. Develop the basic school curriculum with a focus on KSA's needed to safely and effectively handle calls for service.	Annually, timing of academy is variable		
5. Provide leadership and management training for all employees eligible for promotion.		a. Require employees on promotional lists to complete officer development training for that position.	BC of Training	Survey officers annually to evaluate areas of strength/weakness in recruits
	b. Create additional opportunities for leadership and management training.	Annually in March and August		
6. Encourage participation for all Chief Officers and other key leadership positions, in established leadership programs (Executive Fire Officer, PELS, etc.)	a. Increase the number of eligible department chief officers that participate at the National Fire Academy in the Executive Fire Officer program.	Fire Chief & BC of Training	Rosters and development plan	May require funding to pay speakers
	b. Encourage all officers to participate in NFA's Command and Control series and career development.	BC of Training		
7. Maintain policies and procedures that reflect best practices, organizational priorities, and employee safety.		a. Review all department policies annually to ensure they are applicable and are consistently applied.	BC of Training	Rosters from classes/training announcements
	b. Provide officer training of policies/procedures to ensure an understanding, the expectation of enforcement, and accountability.	Ongoing		
8. Establish and promote diversity initiatives to ensure the department is representative of our community.	a. Increase the total number of minority applicants in the department to be reflective of the community.	Fire Chief & Deputy Chief of Administration/HR	Number of employees who participate in the training	Potentially funding needed for tuition and lodging fees
	b. Provide annual diversity training	Annually		
7. Maintain policies and procedures that reflect best practices, organizational priorities, and employee safety.		a. Review all department policies annually to ensure they are applicable and are consistently applied.	BC of Training	Number of officers completing this training
	b. Provide officer training of policies/procedures to ensure an understanding, the expectation of enforcement, and accountability.	Ongoing		
8. Establish and promote diversity initiatives to ensure the department is representative of our community.	a. Increase the total number of minority applicants in the department to be reflective of the community.	Fire Chief, Deputy Chiefs, and Battalion Chiefs	On-line Policy Database, Policy Committee Meeting Minutes, and Operations Meeting Minutes	No funding requirements
	b. Provide annual diversity training	Annually throughout the year		
8. Establish and promote diversity initiatives to ensure the department is representative of our community.		a. Increase the total number of minority applicants in the department to be reflective of the community.	Fire Chief	Training Division records and rosters
	b. Provide annual diversity training	Annually in March		
8. Establish and promote diversity initiatives to ensure the department is representative of our community.	a. Increase the total number of minority applicants in the department to be reflective of the community.	Fire Chief & Deputy Chief of Administration/HR	Number of minority applicants using Title VII definitions	Recruitment efforts may require funding
	b. Provide annual diversity training	Annually		
8. Establish and promote diversity initiatives to ensure the department is representative of our community.		a. Increase the total number of minority applicants in the department to be reflective of the community.	Deputy Chief of Administration & BC of Training	Electronic Training Records
	b. Provide annual diversity training	Annually		

GOAL 1: Create and implement a comprehensive workforce development plan (Continued).				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
9. Provide annual continuing education for officers.	a. Identify training needs for new officers.	BC of Training Annually in March	Agenda and rosters from training	Funding for outside speakers, may be offset by collaborating with partner agencies
	b. Identify areas in which established officers need refresher training.	BC of Training Annually in March	Survey and rosters from training	
	c. Implement training to prepare current officers for future upper level leadership roles.	BC of Training Annually in February or March	Agenda and rosters from training	
10. Provide and promote competency-based training at all skill levels.	a. Identify primary skills for each level (Fire/EMS)	BC of Training Annually in May	Job descriptions	No funding considerations
	b. Establish benchmarks for evaluation of skills.	BC of Training Before semi-annual training occurs	Evaluation tool/checklist	No funding considerations
	c. Establish remediation plans to ensure proper training at all levels.	BC of Training Before semi-annual training occurs	Document listing guidelines for remediation	No funding considerations
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 Conducted at time new apparatus is placed in service	Document with requirements listed	No funding considerations
	b. Provide department training for specialized apparatus.	BC of Training Conducted at time new apparatus is placed in service, based on identified requirements.	Training Records	No funding considerations
12. Improve the quality of written and verbal communication skills.	a. Conduct needs assessment of department members relating to communication skills.	BC of Training Annually in January	Department-wide Survey	No funding considerations
	b. Provide annual training on written and verbal communication, including NFIRS and EMS report writing.	BC of Training Annually in October	Training Records	No funding considerations
13. 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 April	Document outlining short- and long-term objectives	No funding considerations
	b. Conduct an annual training needs assessment.	BC of Training April	Survey	No funding considerations

GOAL 2: Develop a comprehensive planning and analysis process in order to provide the most efficient and effective customer service.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Maintain accreditation to demonstrate organizational management of equipment and personnel to maximize customer services and commitment to the community.	a. Pursue reaccreditation in 2017.	Fire Chief & Deputy Chief of Administration Ongoing	Submission of Annual Compliance Reports and successful re-accreditation every 5 years	Funding required for peer review team, annual fee to CFAI, travel for Accreditation Manager training
	b. Implement strategic and specific recommendations of peer assessment team.	Fire Chief & Deputy Chief of Administration 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 Annually in July	Utilized annually to assist with budget planning	No funding considerations
	b. Annually review performance measures for appropriateness. (Senior Staff review in July each year)	Senior Staff Annually in July	Measured annually with Strategic Plan Performance Objectives	
3. Analyze department statistical data to assess customer service.	a. Generate monthly, quarterly, and yearly reports to quantify departmental statistical data.	Information Technology Analyst	Measured annually with ImageTrend, Fire Info, and Officers' Reports	No funding considerations
		Ongoing		

GOAL 3: Communicate among and between all members of the department and other related entities.				
Objectives	Tasks	Accountability/ Timeframe	Measurement Tool	Funding Considerations
1. Improve communications between department members.	a. Develop a standardized method of communicating between all shifts.	Fire Chief and Deputy Chief of Administration	Annual Survey to Department Members	No funding consideration
		Annually in August		
	b. Provide multiple ways to share as much information as possible to every department member.	Fire Chief and Deputy Chief of Administration	Annual Survey to Department Members	
		Annually in August		
2. Improve communication with other City 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.	Fire Chief and both Deputy Chiefs	Number of Fire Department employees involved in city-wide communication	No funding consideration
		Ongoing		
3. Improve communication of departmental services and successes with City Council.	a. Provide annual report to City Council	Fire Chief and both Deputy Chiefs	Information in the State of the City address	No funding consideration
		Annually in February		
	b. Prepare year end information for the State of the City address	Fire Chief and both Deputy Chiefs	Information in the State of the City address	
		Annually in February		

GOAL 4: Develop a comprehensive compensation and benefit program to attract and retain quality employees with long-term commitment in mind.				
Objectives	Tasks	Accountability/ Timeframe	Measurement Tool	Funding Considerations
1. Develop a comprehensive compensation package for all employees.	a. Partner with City of Lynchburg Human Resources to research alternative models of employee compensation.	Deputy Chief of Administration & EMS Battalion Chief	Comprehensive Study	Potentially impact operating budget
		One time		
	b. Explore options to provide monetary incentive to compensate employees staffing ambulances.	Deputy Chief of Administration & EMS Battalion Chief	N/A	
		One time		
2. Maintain 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	List of certifications in program	Funding in operating budget for current program
		Annually in May		
	b. Research trends of additional compensation packages provided by similar departments.	Deputy Chief of Administration	N/A	
		Annually in May		
3. Assist employees with financial planning.	a. Emphasize retirement planning early in a member's career.	Deputy Chief of Administration	Emails and training dates and times	No funding requirements
		Ongoing		
	b. Encourage employees to prepare for catastrophic injury/death and provide potential resources.	Deputy Chief of Administration	Taking care of our own	
		Ongoing		

GOAL 5: Develop a culture that is promotes the health and well-being of employees.					
	Tasks	Accountability/ Timeframe	Measurement Tool	Funding Considerations	
1. Implement policies and procedures that promote the health and well-being of employees and to ensure that all Fire Department personnel are physically and mentally prepared to perform assigned 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 Administration & Health & Safety Officer Ongoing	IAFF/IAFC guidelines	Potential impact on operating budget for grant matches	
	b. Update our current annual employee physical to meet NFPA standards/recommendations.	Deputy Chief of Administration & Health & Safety Officer Annually in December	NFPA Standard and LFD Physical procedures	Potentially impact operating budget	
	c. Explore grant opportunities to fund components of a departmental wellness-fitness program.	Deputy Chief of Administration & Health & Safety Officer Continuous	Grant application	Potentially impact operating budget	
	d. Increase awareness of services provided by Fire Department Chaplain.	Deputy Chief of Administration & Health & Safety Officer Continuous	Emails and information	No funding requirements	
	d. Provide equipment and training to minimize department injury leave usage for work related injuries yearly.	Deputy Chief of Administration & Health & Safety Officer Continuous	Equipment purchases/ training rosters	No funding requirements	
	b. Provide the opportunity for one hour of physical fitness training per line employee each work shift.	Fire Chief Continuous	Number of employees exercising for one hour	No funding requirements	
	2. Expand the role of the Mental Wellness Committee.	a. Educate employees about mental wellness and risks associated with the job.	Deputy Chief of Administration & Health & Safety Officer Annually in January and throughout the year	Emails and information about services, folder on G Drive	No funding requirements
		b. Provide employees with resources and ways to get assistance if needed.	Deputy Chief of Administration & Health & Safety Officer Annually in January and throughout the year	Website information, folder on G Drive	No funding requirements

GOAL 6: Develop a hiring process which produces great employees.				
Objectives	Tasks	Accountability/ Timeframe	Measurement Tool	Funding Considerations
1. Structure the hiring process in such a way that the department hires energetic, capable, diverse employees.	a. Identify opportunities for improvement in the hiring process.	Deputy Chief of Administration	N/A	No funding requirements
		Annually before starting hiring process		
	b. Explore collaborative relationships with local institutions of higher learning to increase awareness of career opportunities with the Lynchburg Fire Department.	Deputy Chief of Administration	Number of partnerships created with local institutions of higher learning	
		Continuous		
	c. Collaborate with the public safety recruiter to reach more potential applicants.	Deputy Chief of Administration	Number of applicants recruited from events	
		Continuous		
	d. Create opportunities to increase the pool of potential applicants by working collaboratively with Lynchburg Police Department and Emergency Services.	Deputy Chief of Administration	Total number of applicants from recruiting events	
		Continuous		

GOAL 7: Develop promotional processes that produce effective leaders for the department.				
Objectives	Tasks	Accountability/ Timeframe	Measurement Tool	Funding Considerations
1. Redefine promotional processes to include validation tools that align with skills needed for the position.	a. Identify opportunities for improvement in the promotional process.	Deputy Chief of Administration	N/A	No funding requirements
		Before process begins		
	b. Research industry standards for fire service-validated promotional components for the process to include testing, evaluation, and elimination.	Deputy Chief of Administration	N/A	
		Before process begins		
2. Define eligibility requirements for promotion.	a. Ensure appropriate prerequisites for promotion for each rank based on knowledge, skills, and ability required for the job.	Deputy Chief of Administration	N/A	No funding requirements
		Before process begins		

GOAL 8: Provide educational opportunities to enhance service delivery and develop the workforce for current and future roles.					
Objectives	Tasks	Accountability/ Timeframe	Measurement Tool	Funding Considerations	
1. Provide training to all employees to enhance service delivery while emphasizing employee safety.	a. Produce at least 190 hours of company school training annually for every field employee.	Fire Chief & BC of Training	Target Solutions Electronic Training Records	Annual maintenance fee for electronic records	
		Annually in December			
	b. Produce at least 40 hours of training annually for every civilian employee.	Fire Chief & BC of Training	Target Solutions Electronic Training Records		
		Annually in December			
	c. Product 12 hours of facilities training annually.	Fire Chief & BC of Training	Training Rosters		Requires no additional funding
		Annually in December			
	d. Track annual skills drills for every employee.	Fire Chief & BC of Training	Training Rosters and Target Solutions Reports		Requires no additional funding
		Annually in December			



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: Support a post-incident program to assist citizens.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Support a post incident program that assists the Lynchburg Fire Department in the procurement of resources necessary to assist the community with ancillary needs.	a. Assist The Fire Foundation with fund raising and promotion.	Deputy Chief of Administration & Foundation Board	Annual activity/financial report from the Foundation.	Community Provided
		Incident Specific		
2. Maintain a restoration program to assist customers with post-incident needs	a. Make restoration contact at incidents when there are concerns for the welfare and well-being of the citizen.	Deputy Chief of Administration	Monthly reports from Restorative Services	Absorbed in the operating budget
		Incident Specific		
	b. Provide follow-up to restorative services through personnel visits with the citizen.	Deputy Chief of Administration	Monthly reports from Restorative Services	Absorbed in the operating budget
		Incident Specific		
	c. Reinstitute "after the fire" surveys and EMS surveys.	Deputy Chief of Administration	Monthly reports from Restorative Services	Absorbed in the operating budget
		Incident Specific		

GOAL 2: Encourage a comprehensive community wellness plan for citizens to foster improved community health practices.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Develop information about citizens with special needs to address specific customer care requirements.	a. Maintain a special needs database yearly.	Deputy Chief of Administration & FMO	Database that is readily available	Absorbed in the operating budget
		Annual		
2. Promote community health practices to reduce dependence on emergency services.	a. Educate the citizens about available community health and wellness opportunities through partnerships with internal and external stakeholders.	Operations Staff	Work collaboratively with community partners to develop tool	Absorbed in the operating budget
		Annual		
	b. Provide training to ensure personnel are aware of programs available.	Operations Staff	Work collaboratively with community partners to develop tool	Absorbed in the operating budget
		Annual		
3. Promote a Public Access Defibrillator program to support timely intervention in heart-related incidents.	a. Encourage private business's involvement in providing and maintaining an AED.	EMS Battalion Chief	Ensure notification of device with LFD or DES	Grant money
		Ongoing		
	b. Identify what city-owned facilities maintain an AED and encourage the purchase of an AED when applicable.	EMS Battalion Chief	Repository of information entered into premise	Absorbed in the budget
		Ongoing		
	c. Implement a Community Cardiac Arrest Response program.	EMS Battalion Chief	Utilization of software to improve response and follow-up	\$75,000
		Ongoing		
4. Maintain a campaign to install residential smoke detectors and carbon monoxide alarms.	a. Increase the number of working smoke detectors and/or carbon monoxide detectors in City residences each year.	FMO	Report developed through the FMO	Foundation, grants, private community donors
		Ongoing		

GOAL 3: Provide the community with efficient and appropriate emergency response.						
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations		
1. Develop and maintain operational SOP's and SOG's as a foundation for appropriate service delivery.	a. Review departmental SOP's and SOG's annually for appropriateness and applicability.	Deputy Chief of Operations	Operations Meetings	None		
		Quarterly/Annually				
2. Maintain and communicate performance measures through annual evaluation and trends of operational 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	Standard of Cover based on actual response time data	None		
		Annually				
	b. Analyze response times and compare those against the Standard of Cover document.	Deputy Chief of Operations			Standard of Cover based on actual response time data	None
		Annually				
	c. Review apparatus placement and type using current response model and community needs.	Deputy Chief of Operations	Standard of Cover based on actual response time data	None		
		Annually				
3. Develop a post-incident analysis program utilizing best practices, SOP's, and SOG's as the framework for identifying outcomes.	a. Create a department wide post-incident analysis plan.	Operational BC	Electronic PIAP	None		
		As needed				
	b. Provide incident analysis report (lessons learned) department-wide with redacted information.	Operational BC	Annual Report PIAP	None		
		As needed				
4. Evaluate the need to permanently staff a third ladder truck based on community assessment and projected growth.	a. Engage internal city stakeholders to evaluate projected community growth (GIS and Community Planning Development).	Deputy Chief of Operations	Response Data	Absorbed in the operating budget		
		December of 2018				
	b. Establish a location for apparatus based on the community needs	Deputy Chief of Operations	Response Data	Absorbed in the operating budget		
		December of 2018				
	c. Ensure alignment with ISO and accreditation organizations.	Deputy Chief of Operations	Response Data	Absorbed in the operating budget		
		December of 2018				

GOAL 4: Establish relationships and partnerships to ensure effective delivery of public safety education.

Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Establish and maintain a relationship with area media outlets to help develop public service announcements and/or stories for broadcasts and publication.	a. Actively seek opportunities to engage the media in public safety events, stories, and public service announcements.	Fire Marshal	Numbers of reports through bi-annual report	None
		Annually		
	b. Utilize Lynchburg Television Station (LTV) for interviews to explain our services and how we deliver them.	Fire Marshal	Numbers of reports	Absorbed in the budget
		Annually		
2. Cultivate opportunities for enhanced partnerships within the city's public safety system (PD/Sheriff/Lyn-Comm/ Emergency Management).	a. Implement and encourage intra-departmental training including classroom and live evolutions.	Fire Marshal	Evaluation of current and potential programs and needs	None
		Annually		
	b. Support programming that is developed by noted partners to ensure effective delivery to the community.	Fire Marshal	Annual evaluation of programs and opportunities	None
		Annually		
3. Support participation in education programming at public and private schools	a. Identify schools that do not have current partnerships with the fire department and encourage participation.	Fire Marshal	Annual Report	None
		Annually		
	b. Encourage each station and shift to visit a school once a month.	Fire Marshal	Annual Report	None
		Annually		
	c. Work with individual school administrative staff to ensure partnership is mutually beneficial.	Fire Marshal	Annual Report	None
		Annually		
4. Continue Child Safety Seat Program	a. Provide proper training to new and current employees.	Fire Marshal	Annual Report	Absorbed in the operating budget and grant funding
		Annually		
	b. Maintain an effective record management system regarding training, installation, and follow-up.	Fire Marshal	Annual Report	Absorbed in the operating budget
		Annually		
	c. Evaluate ways to engage the public in the services offered and information provided.	Fire Marshal	Community Engagement	Absorbed in the operating budget
		Annually		
5. Establish relationships with youth facilities including but not limited to; alternative schools, public and private city schools, detention home, community recreations centers, etc. to increase community wellness	a. Maintain relationships with established partner schools.	Deputy Chief of Administration & Fire Marshal	Partner reports from each school	None
		Ongoing		
	b. Encourage development of new partnerships with alternative community based facilities.	Deputy Chief of Administration & Fire Marshal	Known partner development	None
		Ongoing		
6. Promote public safety education programs in local businesses to cultivate a safe community.	a. Provide public safety education programs in local businesses yearly.	Deputy Chief of Administration & Fire Marshal	Creation of business partnerships	None
		Ongoing		

GOAL 5: Work collaboratively with our regional emergency management partners to enhance public safety				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Provide mutual aid in areas or bordering jurisdictions, to ensure effective and efficient service delivery.	a. Provide assistance in implementing operational activities upon request from neighboring jurisdictions.	Deputy Chief of Operations Ongoing/Annually	Define jurisdictions and boundaries that meet the criteria Mutual Aid Agreements	None
	b. Identify local stakeholders from our neighboring agencies.	Deputy Chief of Operations Ongoing/Annually	Define jurisdictions and boundaries that meet the criteria Mutual Aid Agreements	None
	c. Discuss response/purchasing possibilities with our neighboring agencies.	Deputy Chief of Operations Ongoing/Annually	Define jurisdictions and boundaries that meet the criteria Mutual Aid Agreements	None
	d. Promote automatic aid with neighboring jurisdictions.	Deputy Chief of Operations Ongoing/Annually	Define jurisdictions and boundaries that meet the criteria Mutual Aid Agreements	None
	e. Update/develop written mutual aid agreements with our neighboring agencies.	Deputy Chief of Operations Ongoing/Annually	Define jurisdictions and boundaries that meet the criteria Mutual Aid Agreements	None
2. Develop regional training opportunities where other agencies and jurisdictions can train and learn collaboratively.	a. Pursue the development of a regional planning team to coordinate and identify training opportunities with partner agencies.	Deputy Chief of Operations Ongoing	Needs assessment	Based on needs assessment
	b. Identify and address current and future public safety organizational training needs to maximize the effective use of area training resources.	Deputy Chief of Operations Ongoing	Needs assessment	Based on needs assessment
3. Partner with agencies to develop public safety operational initiatives. These agencies include but are not limited to; LPD, Lynchburg Sheriff, Lyn-Comm, Lynchburg Emergency Management, Blue Ridge Regional Jail, Higher education public safety staff.	a. Provide assistance in implementing operational activities with area and city public safety agencies.	Deputy Chief of Operations Ongoing	Needs assessment	Based on needs assessment
	b. Pursue regular meetings between fire command staff and partner agencies.	Deputy Chief of Operations Ongoing	Needs assessment	Based on needs assessment

GOAL 6: Provide progressive EMS service delivery.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Continue to evaluate the appropriate "scope of practice" to be delivered based on best practice and industry standards.	a. Regional and department specific protocol review and development.	EMS Battalion Chief	Annual review	None
		Ongoing	CQI	
	b. Evaluate the current Power Shift model and measure its effectiveness.	EMS Battalion Chief	Response Data	None
		Annually		
2. Ensure response objectives are met through appropriate deployment of resources.	a. Ensure standard of cover is being met.	EMS Battalion Chief	Response Data	None
		Bi-Annually		
	b. Review AVL status for appropriate response.	EMS Battalion Chief	Response Data	None
		Quarterly		
	c. Continue the evaluation of EMD.	EMS Battalion Chief	Quarterly Reporting through Lyn-Comm	None
		Quarterly		
3. Evaluate alternative EMS delivery models/methods to enhance service delivery.	a. Identify alternative delivery models for call types.	EMS Battalion Chief	Best practice standards	Driven by changes that may need to be made
		Quarterly		
	b. Amend department specific SOP's and SOG'S to reflect alternative delivery models.	EMS Battalion Chief	Best practice standards	Driven by changes that may need to be made
		Annually		
4. Gather and evaluate outcome data to improve service delivery.	a. Identify which information/data is needed to improve service delivery.	EMS Battalion Chief	Data obtained	None
		Bi-Annually		
	b. Determine methods for contacting prior patients to obtain feedback.	EMS Battalion Chief	Survey patient and hospital follow-up	Cost of survey and personnel utilized during follow-up
		Quarterly		
5. Expand and improve the delivery of Advanced Practice Paramedic Program(s).	a. Encourage participation through personnel engagement.	EMS Battalion Chief/OMD	Number of trained personnel	None
		Annually		
	b. Increase training opportunities for personnel.	EMS Battalion Chief/OMD	Needs Assessment	Overtime or other compensation
		Annually		
	c. Incentivize personnel who are Advanced Practice Paramedics.	EMS Battalion Chief/OMD	Compensation Review Annually	Salary based and market driven
		Annually		
	d. Determine appropriate equipment and pharmacological needs of the program.	EMS Battalion Chief/OMD	Standards of Practice Review	Undetermined
		Annually		

GOAL 7: Provide effective life safety initiatives through the use of fire investigations and fire inspections to minimize fire loss and personal injury.

Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Ensure efficient and effective delivery of service based on known and perceived needs of the community.	a. Determine efficacy of delivery models and methods through stakeholder engagement.	FMO	Stakeholder engagement through surveys and evaluations	Cost of engagement
		Annually		
	b. Maintain service delivery based on the needs of the community.	FMO	Response Data	Operating Budget
		Annually		
2. Explore alternatives to the current delivery model of fire and life safety initiatives.	a. Consider staffing alternatives.	FMO	Response Data	None
		As needed, Every other year		
	b. Consider partnerships, both internal and external, that may enhance service delivery.	FMO	Community Engagement	Absorbed in the Operating Budget
		As needed		
3. Develop a comprehensive performance measurement tool to effectively evaluate service delivery.	a. Measure performance based on known models and service delivery methods, using best practices	FMO	Tool	None
		Annually		
	b. Develop an appropriate method for tracking information and using that information for data analysis.	FMO	Response Data	Cost of software and or program development (\$10,000)
		Annually		

GOAL 8: Provide safe and efficient technical rescue and haz-mat response services.

Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
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	Response Data	Absorbed in the Operating Budget and or cost recovery methods
		Annually		
	b. Identify standards that are mandated based on the type of service offered.	BC of TRT BC of Haz-Mat	Standards of Practice (NFPA, OSHA, NIOSH, DEM, DEQ)	Absorbed in the Operating Budget and or cost recovery methods
		Annually		
c. Ensure that service delivery aligns with the standard of cover.	BC of TRT BC of Haz-Mat	Standard of Cover	Absorbed in the Operating Budget and or cost recovery methods	
	Annually			
d. Explore and evaluate funding and revenue streams for special team programs.	BC of TRT BC of Haz-Mat	Grant Opportunities		
	Annually			
2. Explore alternatives to the current delivery model.	a. Determine effective staffing guidelines that affect service delivery.	BC of TRT BC of Haz-Mat	Response Data and Standard of Cover	Absorbed in the Operating Budget and or cost recovery methods
		Annually		
	b. Determine partnerships that can assist and/or enhance service delivery.	BC of TRT BC of Haz-Mat	Community Engagement	
		Annually		



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	Measurement Tool	Funding Considerations
1. 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), while maintaining appropriate inventory in stations.	Logistics & Battalion Chiefs Ongoing	Survey of station officers	Operating budget
	b. Process all orders for non-stocked supplies and materials within 72 hours. (Vendor or outside contractor.) Maintain appropriate inventory at stations.	Logistics & Battalion Chiefs Ongoing	Survey of station officers	Operating budget
2. 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	Annual grant totals	N/A
		Ongoing		
3. Appropriately allocate entitlement funds (Fire Programs and Four for Life) to supplement equipment and supplies.	a. Meet annually with department employees to develop spending plan for entitlement funds.	Fire Administrative Manager	Fund Totals	N/A
		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	Measurement Tool	Funding Considerations
1. Develop and maintain facilities plan and work with city staff to prioritize items to meet Facilities Plan.	a. Perform an assessment of all Fire Department facilities. Determine code issues, safety issues, building health, maintenance issues, historical issues, growth issues, and energy efficiency of buildings. Ensure the future construction/renovation of fire department facilities includes separate male and female facilities. Include station officers, facility managers, FMO, City Inspections, Engineering, Buildings and Grounds in the assessment process.	Logistics	N/A	Operating budget/ CIP Grants
		Ongoing		
	b. Explore alternative funding options.	Deputy Chief of Administration	Grant Fund obtained	N/A
		Ongoing		
	c. Submit budget requests per priorities and CIP requests.	Fire Chief	Money in CIP	CIP
		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	Measurement Tool	Funding Considerations
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	Annual	N/A
		Ongoing		
	b. Partner with Departments of Economic Development and Community Development, Region 2000 and colleges/universities (Liberty) to predict/determine future growth in student population and facilities.	Deputy Chief of Operations	Bi-Annual	N/A
		Ongoing		
	c. Re-evaluate current Standard of Cover document to determine if it meets current and projected response needs.	Accreditation Manager	Completed every two years	N/A
		Ongoing		
	d. Analyze need to relocate station/apparatus.	Deputy Chief of Operations	Completed every two years	CIP for construction
		Ongoing		

GOAL 3: Re-evaluate our information technology management system to ensure operational efficiency.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Continually evaluate LFD's records management system.	a. Ensure ImageTrend software is the latest version.	Deputy Chief of Operations	Annual Calendar	Operating Budget
		Annual		
	b. Ensure CrewSense software is up-to-date.	Deputy Chief of Operations	Annual Calendar	Operating Budget
		Annual		
	c. Ensure that all softwares work with each other.	Deputy Chief of Operations	Annual Calendar	Operating Budget
		Annual		
2. Explore alternative connectivity options and hardware platforms.	a. Continually seek to identify alternatives that promote more efficient, reliable, and cost-effective solutions for connectivity.	Fire Chief and Information Technology	Annual Calendar	Operating Budget
		Ongoing		
	b. Once identified, test, implement, and evaluate new connectivity solutions.	Fire Chief and Information Technology	Annual Calendar	Operating Budget
		Ongoing		
	c. Explore/evaluate new and faster connectivity options (Wifi, Wimax, etc.)	Fire Chief and Information Technology	Annual Calendar	Operating Budget
		Ongoing		
3. Explore records management software for staffing.	a. Identify key components of software.	Fire Chief and Information Technology	N/A	Operating Budget
		One Year		
	b. Evaluate proposals from vendors and make selection.	Fire Chief and Information Technology	N/A	Operating Budget
		One Year		

GOAL 3: Re-evaluate our information technology management system to ensure operational efficiency.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
4. Explore records management software for training.	a. Identify key components of software.	Fire Chief and BC of Training	Training Records Completion	Operating Budget
		Annual		
	b. Evaluate proposals from vendors and make selection.	Fire Chief and BC of Training	Training Records Completion	Operating Budget
		Annual		
5. Explore records management software for equipment and supplies inventory contract.	a. Identify key components of software.	Fire Chief and Logistics Captain	Completion of Project	Operating Budget
		Annually		
	b. Evaluate proposals from vendors and make selection.	Fire Chief and Logistics Captain	Completion of Project	Operating Budget
		Annually		

GOAL 4: Continue providing the highest level of emergency response from the most modern & dependable equipment.				
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations
1. Maintain the fleet replacement plan.	a. Monitor and evaluate vehicle replacement schedule.	Deputy Chief of Operations	Six years of age or 150,000 miles	Fleet Board Funding
		Ongoing		
	b. Monitor mileage, condition, and repair history of vehicles.	Deputy Chief of Operations	Six years of age or 150,000 miles	Fleet Board Funding
		Ongoing		
	c. Constantly evaluate replacement criteria for relevance.	Deputy Chief of Operations	Six years of age or 150,000 miles	Fleet Board Funding
		Ongoing		
2. Work with city staff to prioritize items in Fleet Plan.	a. Use condition and replacement criteria to adjust items in plan.	Deputy Chief of Operations	N/A	Fleet Board
		Ongoing		
	b. Obtain feedback from emergency vehicle technicians and field personnel to prioritize vehicle replacements.	Deputy Chief of Operations	N/A	Fleet Board
		Ongoing		
	c. Maintain close contact with Fleet Board during plan development.	Deputy Chief of Operations	N/A	Fleet Board
		Ongoing		
3. Determine if fleet meets demands of service delivery.	a. Ensure Apparatus Committee is representative of entire department.	Deputy Chief of Operations	N/A	N/A
		Ongoing		
	b. Obtain feedback and suggestions from field personnel on apparatus features that would improve safety and service delivery.	Deputy Chief of Operations	Department Survey	N/A
		Completed every two years		
	c. Maintain up-to-date knowledge in apparatus trends.	Deputy Chief of Operations	N/A	N/A
		Ongoing		

GOAL 4: Continue providing the highest level of emergency response from the most modern & dependable equipment.					
Objectives	Tasks	Accountability & Timeframe	Measurement Tool	Funding Considerations	
4. Develop replacement plans/schedules for capital equipment (cardiac monitor/defibrillators, chest compression devices, stretchers, fire prevention trailer, wellness equipment, and PPE (turnout gear and SCBA)	a. Budget for replacement of three (3) monitor/defibrillators per year.	Battalion Chief of EMS Ongoing	N/A	Operating Budget/Grants (Equipment Fund)	
	b. Budget for replacement of a chest compression device each year.	Battalion Chief of EMS Ongoing	N/A	Operating Budget/Grants (Equipment Fund)	
	c. Establish a schedule and funding source for replacement of SCBAs and PPEs (turn-out gear).	Deputy Chief of Operations and Logistics Officer Ongoing	N/A	Establish reserve fund (Equipment Fund)	
	d. Order a new stretcher with each new medic unit or rechassis.	Logistics Officer/ Fleet Manager Ongoing	N/A		
	e. Develop a strategy to replace wellness equipment (one station per year).	Logistics Officers/ Health & Safety Officer Ongoing	N/A		
	5. Development procurement strategies for purchasing additional/new capital equipment (extractors, second set of turnout gear).	a. Develop a schedule for purchasing additional extractors (replacement)	Deputy Chief of Operations and Logistics Officer Ongoing	N/A	Operating Budget/Grants
		b. Develop procedure for purchase of second set of PPE over a period of time.	Deputy Chief of Operations and Logistics Officer Ongoing	N/A	Operating Budget/Grants