

Lewisburg Volunteer Fire Department
Strategic Plan for the Operation Period of 2012 through 2027
Adopted February 2, 2012

Lewisburg Volunteer Fire Department Strategic Plan for the Operational Period of 2012 – 2027



**Revision 3
January 19, 2012
Adopted
February 2, 2012**

Wayne E. Pennington
Fire Chief

Matt Carver
Assistant Fire Chief

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Introduction

The 2012-2027 City of Lewisburg Volunteer Fire Department Strategic Plan represents the efforts of the Strategic Planning team and staff evaluating the organization and its purpose. An important part of the planning process included evaluating the past and current culture, programs, and services of the organization, and anticipating the future by evaluating new trends, guidelines, and standards that influence emergency services. Particular attention was given to the current conditions and climate of the community and the potential for growth and demand for services.

Lewisburg Volunteer Fire Department must proactively respond to change, solve problems, collaborate on issues, and assess community needs required to plan for and provide comprehensive emergency services to the residents and visitors of the City of Lewisburg and surrounding communities within the Fire Service District.

This plan evaluates the Short-Term, Mid-Term, and Long-Term needs of every aspect of the organization. For the purposes of this Strategic Plan, Short-term planning will include immediate needs that will be addressed in the current or next five Fiscal Years. Mid-term planning includes needs that will be addressed between five and ten years. Long-term planning will extend beyond ten years. The central portion of this document will focus on a Five-Year Strategic Plan. This plan will be evaluated, revised, and refined annually, resulting in a current Five-Year Strategic Plan always being in place.

The primary purpose of this Strategic Plan is to support and enable the implementation of the organization's operational plan. The City's future operational plan will be best represented as the combination of City Council goals and departmental master plans. Therefore, this Strategic Plan is designed to be consistent with and support the accomplishment of Council goals and departmental plans for service.

This plan will serve to inform the citizens of Lewisburg and the surrounding communities regarding the organization's preparation for the future and will also inform members of the organization by providing a guide for the future leadership. The plan will also serve as a foundation document for informing policy makers of the future organizational needs for budgeting purposes.

Lewisburg Volunteer Fire Department recognizes and appreciates the City of Lewisburg Council Members and City Administrator for the strong support of the organization. This continued support and decisions of the City Council to support and fund future needs will be crucial in determining the implementation timelines, the future of the organization and the services provided to the community.

I believe the planning team has successfully developed a comprehensive strategic plan that will guide the Lewisburg Volunteer Fire Department currently and into the future.

Respectively,

Fire Chief Wayne E. Pennington

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Lewisburg Volunteer Fire Department
Fire Planning Team

1. Chief Wayne Pennington
2. Assistant Chief Matt Carver
3. Assistant Chief Joseph Thomas
4. Captain Chris Teubert
5. Captain Gary Workman
6. Safety Officer Doug Beard
7. FF III Nathaniel Tucker

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Executive Summary

In November 2011, Fire Chief Wayne E. Pennington tasked the Fire Planning Team of the Lewisburg Volunteer Fire Department with developing a comprehensive strategic plan for the organization. His direction was to develop short, mid, and long-term goals and to project where the Lewisburg Volunteer Fire Department would be or need to be at the end of each period. The mission of the organization was determined and a vision developed for what the Lewisburg Volunteer Fire Department will strive to attain. Values were determined and accountability was assigned for maintaining those values. A historical timeline of emergency services in the City of Lewisburg was developed to identify the organization's roots. The timeline was expanded to show how the organization has developed. The goals listed in the plan will become the additions to the historical timeline as they are completed in the future.

A comprehensive Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT) were completed for the organization. Strengths and weaknesses of the Lewisburg Volunteer Fire Department have been identified. Opportunities for the development of new programs, involvement in local and regional groups, and obtaining new funding sources have been listed. Also included are threats to the organization that could have the potential to derail this plan. As with any type of planning for the future, assumptions have been made. The planning team has taken a positive approach in their assumptions. Projections have been used that indicate continued growth in the City and surrounding communities. State and national standards will continue to evolve and also impact operations.

The current rating of Insurance Services Office (ISO) Public Protection Classification Rating (PPC) 4 is the City's level of service and protection as rated by ISO. This is a direct reflection of the abilities and capabilities of the Lewisburg Volunteer Fire Department. The Fire Department and the City Council are committed to improve the rating. This rating had immediate impact on the property insurance premiums and service costs for the citizens and commercial properties. The current operations and plans for the future cannot be accomplished without personnel. Current and future personnel needs are projected through both career and volunteer/reserve staffing. Goals have been identified to bring diversity into the employee base of the Lewisburg Volunteer Fire Department.

A proactive approach has been developed for the present as well as the future in the area of Fire Prevention and Education. More stringent laws, codes and greater enforcement of the codes will bring maintenance and prevention to the forefront of the organization's activities. New and enhanced Community Education programs have been identified and projected timelines have been assigned for the implementation of these programs. Without adequate and proper apparatus, vehicles, equipment and facilities, Lewisburg Volunteer Fire Department personnel cannot perform their assigned tasks. A schedule has been developed for replacement of apparatus, vehicles, and equipment along with cost projections to assist in budgeting. Replacement, relocation, maintenance, and construction of facilities have been addressed. Long-term projections based on City and surrounding communities' growth patterns and land use plans have identified future facility needs and locations.

In the area of emergency response, current and potential problems have been identified. The enhancement of Mutual-Aid and Automatic Mutual Aid agreements has been addressed. Changes in Greenbrier County demographics will continue to affect the types and levels of emergency response within the City and surrounding communities.

Training of personnel will continue to be of paramount importance to the organization. As new methods and tools become available it will be imperative that personnel stay on the cutting edge of the evolving technology through a well-developed, diversified training program. The health and safety of personnel is of utmost importance to the organization. The development of proactive programs to protect employees from illness, injury, and death is ongoing. Exposures to products and equipment can pose immediate life safety concerns. Continued development and enhancement of a

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comprehensive fitness and wellness program with requirements for complete in-depth annual medical examinations should reduce the chances for the development of potential health related challenges.

Technology continues to change the fire service at a rapid pace. Changes in technology will continue to impact the organization more than this document can describe and will occur at a faster rate and with greater effect than this planning team can comprehend. It is critical for the Fire Department to maintain and keep pace with technological advances to increase productivity and efficiency and to streamline operational processes that directly impact the citizens we serve.

Emergency Management continues to be in a state of change. Since September 11, 2001, massive transitions have occurred within the discipline. Hurricanes Katrina and Rita added momentum to the changes. Homeland Security has come to the forefront as an all-encompassing term to describe activities concerned with daily and disaster management. A reliance on regional planning and resources will continue to impact the City and County's emergency planning strategies.

This Strategic Plan has been designed to provide direction to the employees and leadership of Lewisburg Volunteer Fire Department now and in the future.

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Values, Services & Accountability

COMMITMENT TO VALUES

Lewisburg Volunteer Fire Department is a value-driven organization. As such, all members of the organization consciously and continually abide by the values defined within this philosophy of operations. These values guide members of the organization in their personal and professional lives and are the foundation of the organization. Although adherence to these values is not always simple, each member will strive to employ these values as we apply the directives of the organization to the everyday operations.

COMMITMENT TO EXCELLENCE

The members of the Lewisburg Volunteer Fire Department value the rich history and heritage as well as the future of the organization. Lewisburg Volunteer Fire Department and each of its members are committed to excellence in the delivery of emergency services to the communities as a combined organization, consisting of both career and volunteer/reserve members. Excellence shall be maintained by:

Providing a progressive, high-quality training program for all members

Providing a supportive environment for all members that builds the avenues of trust and cooperation

Maintaining an understanding that each member is an important resource having valuable qualities to offer the organization, and allowing each member to learn and grow individually as well as a member of a team

Providing the means to attain the safest working environment possible

Providing fair and equitable working conditions that are designed to attract and retain highly qualified members

Providing the leadership necessary to maintain and advance this philosophy of operations

SERVICE

Lewisburg Volunteer Fire Department exists exclusively to provide a professional level of emergency services to the general public within the City of Lewisburg and the communities contiguous to it. Professional service delivery is accomplished by:

Providing the best possible emergency services; to our community and the surrounding areas

Providing proactive programs that maintain and improve education throughout the community

Providing for a safe environment throughout the community by enforcing the requirements of the City's Fire Codes, emphasizing voluntary compliance through the inspection and education process

Maintaining and improving the knowledge, skills, and abilities of all members in all aspects of emergency service by actively participating in the organization's training program and available training opportunities

The members conducting themselves in a manner that shows respect toward the community, other members of the department and fellow City employees

Maintaining the apparatus, vehicles, equipment and facilities of the department in a high state of readiness and cleanliness at all times

Improving and maintaining inter-agency cooperation and mutual respect among other agencies and their members within the community and surrounding areas

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ACCOUNTABILITY

Lewisburg Volunteer Fire Department demands integrity, sensitivity, and total responsibility from its members' service to the community. The members of the Lewisburg Volunteer Fire Department are its most valued resource and constitute the organization's greatest strength. The members of the Lewisburg Volunteer Fire Department demonstrate a positive attitude through professional appearance and high quality performance. This image is projected as members participate in daily activities and community events.

The members of the Lewisburg Volunteer Fire Department are accountable for their actions and strive to maintain a professional image in all that they do. Each member is proud to be a part of the Lewisburg Volunteer Fire Department and take pride in all actions on behalf of the department. This pride can be readily seen in the equipment, facilities, and actions of the department.

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Mission & Vision Statements

MISSION STATEMENT:

“To minimize the loss of life, property and the environment resulting from fire and other disasters.”

VISION STATEMENT:

To continually improve our service to the citizens of Lewisburg and surrounding communities through training, technology, progressive leadership and dedication to service.

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Organizational Profile & History

- 1898 Lewisburg Volunteer Fire Department organized.
- 1995 Replaced 1969 Fire Engine with a 1995 Fire Engine.
- 1996 Replaced 1981 Squad Vehicle with 1996 4-Door Utility Truck.
- 1999 New Fire Station No. 2 is opened.
- 2000 Erected live burn building to aid in firefighter training.
- 2003 Replaced 1970 Fire Engine with 2003 Fire Engine.
- 2004 City of Lewisburg hired first full-time Fire Chief.
- 2005 City of Lewisburg hired full-time Fire Chief Aide.
- 2005 Began Volunteer Incentive Program (1 Volunteer in station for 12 hour shift beginning at 07:00 pm and ending at 07:00 am and four 12 hour shifts during weekends) to provide a minimum of 1 firefighter in station 24 hours a day, 7 days a week.
- 2006 Implemented Emergency Medical Assistance to assist Greenbrier County Emergency Ambulance Service on medical calls that are life threatening or traumatic within the Lewisburg Fire District.
- 2006 Replaced 1959 Ariel Ladder Truck with 2005 Ariel Ladder/Engine Truck.
- 2007 City of Lewisburg replaced Fire Chief Aide with three full-time 24 hour Driver / Operators, in conjunction with Volunteer Incentive Program increased on-duty 24/7 personnel to 2.
- 2007 Trained and certified all Department members as National Fire Protection Association (NFPA) Driver / Operators.
- 2008 Expanded Technical Services of the Department from Auto Extrication and Rope Rescue to include Water Rescue and Hazardous Materials Decontamination.
- 2008 Received State Grant for Decontamination trailer, equipment and supplies.
- 2008 Received Private Grant for Water Rescue Boats.
- 2009 Received State Grant for equipping an Area Command Center at Fire Station No. 2.
- 2009 Trained and certified Department members as NFPA Fire Officer I.
- 2010 Trained and certified one 24 hour fulltime employee and one volunteer employee as Assistant State Fire Marshals.
- 2010 Received State Certification as certified live fire training site.
- 2011 Trained and certified one 24 hour full-time employee as Emergency Vehicle Technician I, Individual now certified to service and repair Department's apparatus. Currently receiving training to be certified to EVT II and will continue training to be certified as an EVT III.
- 2011 City of Lewisburg adopts the WV State Fire Code.

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**Strengths, Weaknesses, Opportunities, and Threats Analysis
(S.W.O.T)**

The following is an analysis of Strengths, Weaknesses, Opportunities, and Threats that face the organization.

STRENGTHS

Our full-time and volunteer/reserve employees who make a difference

WEAKNESSES

Budget to support our Goals and Objectives

OPPORTUNITIES

To become the best at what we do with everyone mattering. To annually review and adjust as necessary our service delivery to the citizens of this City and surrounding communities

THREATS

Economic environment, change of direction from council and community leaders

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Assumptions for Planning

The corporate limit of the City of Lewisburg is considered a rural community consisting of 3.8 square miles. It and the surrounding communities of Maxwelton, Caldwell and the area west of the City of Lewisburg make up the Lewisburg Fire District with a combined coverage area of 67 square miles. Continued growth and development within the areas of coverage and required response times are now beyond the capabilities of the current resources.

According to the 1990 U. S. Census the population of the City of Lewisburg was 3,598 and the 2010 U. S. Census recorded the population for Lewisburg at 3,830. The 1990 US Census Data for the census tracts of the surrounding communities was 4,478 and the 2010 U. S. Census recorded these areas population at 4,227. The Lewisburg Fire District's total population in 2010 was 8,057 or approximately 22.7% of Greenbrier County's 2010 U. S. Census population of 35,480.



ABB Corporation to Echols Acres 1990

ABB Corporation to Echols Acres 2009



Northridge Dr. / Brush Rd Area 1990

Northridge Dr. / Brush Rd. Area 2009



Lee St. to I-64 Area 1990

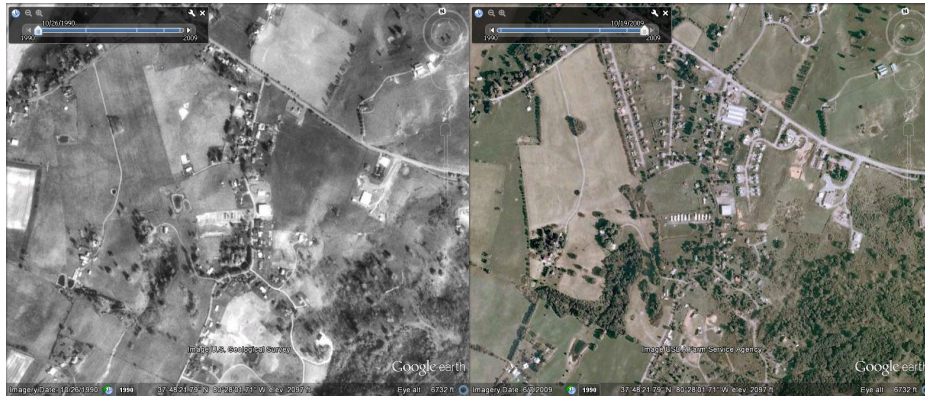
Lee St. to I-64 Area 2009

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Reynolds Oil to ABB 1990

Reynolds Oil to ABB 2009



Rte. 60 West to Houfnagle Rd. 1990

Rte. 60 West to Houfnagle Rd. 2009



Silo Square Area 1990

Silo Square Area 2009



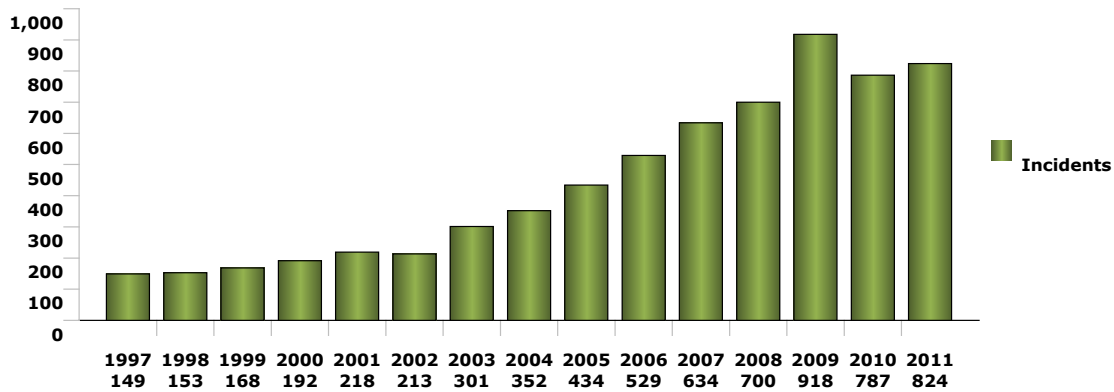
Stone House Rd. / Caldwell Area 1990

Stone House Rd. / Caldwell Area 2009

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Lewisburg Volunteer Fire Department has experienced an 82% overall increase in emergency services in the last fifteen years (or an average of 5.5% each year). Service delivery to people is the hallmark of the Lewisburg Volunteer Fire Department. Demands on the organization will continue to increase as the City and the surrounding communities grow, impacting recruitment, training, development, maintenance, equipment, supplies and time management needs.

15 Year Incident Totals



Commitment to the concept of continuous improvement and devotion to customer service will be required to maintain and enhance the organization’s current position within the community.

The Fire Department’s positive relationships with other City departments, private entities, and surrounding fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to Lewisburg and surrounding communities’ residents and utilize all available area resources.

The continuing evolution of state and national standards, regulations, and mandates for the Fire Service, Emergency Medical Services, Emergency Management and Homeland Security continue to have a profound effect on the future of the Fire Department and the benchmarks it must strive to achieve.

The exponential changes in technology will continue to impact the personnel, training, operations, budget, and resources of the fire department.

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Benchmark for Performance

SECTION 1

Personnel Requirements

Goal: To professionally recruit, staff, and retain a talented, committed, and diverse employee group in an effort to continue the strong legacy of service to the community and progress the organization into the future at a level which will enable it to deliver services to citizens in an effective, efficient, and safe manner.

STAFFING

The Fire Department is comprised of an outstanding group of individuals and they are the organization's most valuable resource. It is important that an adequate number of staff be in place to support the efforts of the organization, currently containing twenty-nine (29) volunteer employees, of which twelve (12) are active firefighters and seventeen (17) are active support (rescue technician) members.

Additionally, there are three (3) 24 hour paid full-time Driver/Operators/EMTs and one (1) paid full-time Fire Chief in administration. The Lewisburg Volunteer Fire Department is staffed 24/7 with a minimum of one paid full-time employee and one volunteer employee. Current standards call for two in and two out on all structure fires, the current staffing does not allow us to meet the staffing levels of National Fire Protection Association (NFPA) Standard 1720 Volunteer and Combination Fire Departments, a standard concerning personnel deployment and response times to fires and other emergencies and requires four (4) personnel to arrive at a fire scene within five (5) minutes of the initial alarm.

SHORT TERM: FY 12/13 through 16/17 Budget

Add three (3) more Driver/Operators, one (1) Fire Chief Aide and add one (1) additional volunteer per VIP shift.

MID TERM: FY 17/18 through FY 21/22 Budget

Budget for Fire Investigator/Public Fire Educator/Fire Marshal.

Budget for Assistant Chief/Training Officer.

LONG TERM: FY 22/23 through FY 26/27 Budget

Adding additional Driver/Operators and Engine companies as City and surrounding communities grow.

RECRUITMENT

The Lewisburg Volunteer Fire Department is aware of the need to diversify its workforce by recruiting and hiring a diverse set of applicants. In the past, we have hired from our volunteer ranks with very good success. As our department grows we must be prepared to market ourselves as a top notch public service employer with a strong record in the emergency services community and competitive salary and benefits. Budget impact will depend upon our ability to continue to have volunteers join us that aspire to become full-time Driver/Operators, officers and firefighters.

VOLUNTEER PROGRAM

The Lewisburg Volunteer Fire Department will continue to develop the Volunteer membership. We offer progressive training in both Fire and EMS which we hope will cultivate a desire to one day join us as a valued volunteer employee. The development of a partnership with the New River Community and Technical College to develop and offer a fire science program and for the organization to create a "Bunk in Program" to work in conjunction with the Community College fire science program that would allow us to take advantage of students in the fire program as well as increase our ranks of volunteers.

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SECTION 2

Products/Services

Goal: In recent years the function of the fire service has expanded well beyond its original role of providing only fire suppression. The term “fire department” only partially describes the multiple services provided by today’s contemporary fire department. “Emergency Services” is a better term for describing the operations carried out daily by the Lewisburg Volunteer Fire Department. Today, the Lewisburg Volunteer Fire Department is responding to increased demands for service by cross-training personnel to perform dual roles. Many personnel have been trained to provide a growing range of services, such as hazardous materials response, technical rescue, and emergency medical care. To meet emerging challenges, fire service personnel must rededicate themselves to the traditional values of the fire service while accepting and preparing for the changes ahead. The department will need to refocus its energy on prevention activities, along with making a new commitment to training and education. These efforts will prove to be the most effective way to accomplish the department’s mission of providing exemplary emergency services in a safe and courteous manner.

ADMINISTRATION

Managing a progressive fire department requires an administrative support system that is capable of handling many tasks. As the department moves forward and adds new technologies the administrative function must be prepared to provide adequate support. This will include the ability to research and evaluate new service delivery methods and service standards; liaison with local, state and federal entities; coordinate inter-and intra-department programs; implement and support new technology enhancements; acquire and maintain new equipment and resources required to upgrade services; and support new requirements.

FIRE SUPPRESSION

We respond to and extinguish all types of fires including but not limited to structures, vehicles, brush, grass, trash and fires stemming from hazardous materials.

EMERGENCY MEDICAL SERVICE

Fire departments are most commonly associated with fires, however with the increase use of smoke detectors and the advent of more fire retardant building materials, fires have become less frequent and emergency medical calls have increased in frequency.

FIRE PREVENTION

Finalization of the department’s Fire Bureau by the beginning July 2012 and the addition of the Fire Chief’s Aide will enable the department to perform inspections in a timely manner of all commercial properties in the City of Lewisburg to ensure that all properties are in compliance with both the city and state fire codes. Additionally, the department’s Fire Prevention and Public education programs will be increased in the schools as well as community activities. With this addition of a Chief’s Aide, the Chief’s Aide will be assigned the tasks of a Fire Investigator/Public Fire Educator. In the near future, we will be able to greatly expand those areas of School and Day Care Education Programs, Community Safety Programs, Fire Safety and Code Enforcement and in the determination and cause of fires.

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SECTION 3

Apparatus, Vehicles, & Equipment

Goal: To purchase and maintain apparatus, small fleet vehicles and equipment that provide reliable and effective service delivery with high regard for employee safety and comfort that represent the organization and City in a manner that supports a positive public image.

Apparatus, vehicles and major pieces of equipment of the fire department include most of the major tools that are necessary to effectively and efficiently accomplish the mission of the organization.

A modern and reliable fleet is crucial to the effective delivery of services when responding to calls for service and all other types of situations including emergencies. Front line apparatus, vehicles and equipment will continue to be evaluated for replacement each year with a target date of 20 years of service. The replacement date can vary, typically shorter for some of the specialized apparatus, vehicles or equipment such as, utility vehicles, personnel vehicles, rescue tools and SCBAs.

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

The equipment maintenance budget must be increased in the very near future as apparatus and equipment become more complex and require specialized mechanics/certifications to perform maintenance. Additionally, as apparatus and equipment age, the frequency and level of maintenance will increase each year.

CURRENT APPARATUS / VEHICLES

<u>Apparatus/Vehicle Number</u>	<u>Assigned to</u>	<u>Type of Apparatus/Vehicle</u>
E2010	Station No. 2	1980 1500gpm Pumper (Reserve)
E2011	Station No. 1	2003 1500gpm Pumper/Rescue
E2012	Station No. 2	1996 1250gpm Pumper
T2020	Station No. 2	1985 1250gpm Tanker/Pumper
T2022	Station No. 1	2005 1500gpm/75ft. Pumper/Ariel Ladder
U2025	Station No. 1	2001 Code Enforcement
U2026	Station No. 2	1994 Utility/Traffic Control
U2027	Station No. 2	1997 Squad Unit
U2028	Station No. 1	2002 Command Vehicle
U2029	Station No. 1	2009 Rescue Unit

APPARATUS REPLACEMENT

SHORT TERM: FY 12/13 through 16/17 Budget

<u>Apparatus / Vehicle</u>	<u>New / Replacing</u>	<u>Budget Year</u>	<u>Estimated Cost</u>
U2028 (2002)	Replacing	FY 12/13	\$ 35,000
U2026 (1994)	Replacing	FY 13/14	\$200,000
T2020 (1985)	Replacing	FY 14/15	\$325,000

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MID TERM: FY 17/18 through 21/22 Budget

<u>Apparatus / Vehicle</u>	<u>New / Replacing</u>	<u>Budget Year</u>	<u>Estimated Cost</u>
U2025 (2001)	Replacing	FY 17/18	\$ 0
E2012 (1996)	Replacing	FY 17/18	\$350,000

LONG TERM: FY 22/23 through FY 26/27 Budget

<u>Apparatus / Vehicle</u>	<u>New / Replacing</u>	<u>Budget Year</u>	<u>Estimated Cost</u>
E2011 (2003)	Replacing	FY 23/24	\$475,000
U2029 (2009)	Replacing	FY 25/26	\$175,000

EQUIPMENT REPLACEMENT

SHORT TERM: FY 12/13 through 16/17 Budget

There are no foreseeable large separate equipment purchases in the near future. All equipment will be included with any Engine or Vehicle order.

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SECTION 4

Facilities

Goal: To plan for and maintain public safety facilities in a cost-effective manner with maximum consideration for service delivery, energy conservation, and the health, safety and comfort of the organization's members.

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the organization. The number and location of facilities plays a significant role in determining response times and, consequently, the quality of the City's services. In our rapidly growing community, planning for the future is essential. In order to minimize the financial impact placed on the citizens within our community the Fire Department is making every effort to identify future needs through long range planning.

The Lewisburg Volunteer Fire Department will continue to evaluate response times and equipment placement needs to ensure the highest quality of service is provided to the citizens. Adequate response levels are dependent on station locations and available equipment to all areas of the City. This also could lead to the possibility of shared facilities with other city departments and/or state, county and local agencies as well as developers.

The department has identified many deficiencies in the existing fire Station No. 1, located at 105 W. Foster Street. Such deficiencies include but are not limited to; structural integrity, apparatus bay area, equipment and supply storage areas, living and hygiene areas for on duty personnel, parking area for both on duty and volunteer employees, traffic access to street by responding units, administrative office space, training tower, station access, etc.

Because of the lack of additional land area at the existing Station No. 1, expansion of the station is not possible; therefore the department has identified and proposed to the City Council the need for a new station and location. Additionally, the NFPA and ISO standards examine the number and adequacy of existing engine and ladder-service companies to cover built-upon areas of the City. The built upon area of the city should have a first-due engine company within 1 ½ miles and a ladder-service company within 2 ½ miles.

SHORT TERM: FY 12/13 through 16/17 Budget

<u>Station</u>	<u>Project</u>	<u>Budget Year</u>	<u>Estimated Cost</u>
No. 1	Property acquisition	FY 12/13	\$ 200,000
No. 1	Construction	FY 13/14	\$4,800,000

MID TERM: FY 17/18 through 21/22 Budget

No. 2	Replace existing live fire training center	FY 17/18	\$ 800,000
No. 2	Renovate HVAC and Roof	FY 19/20	\$ 140,000

LONG TERM: FY 22/23 through 26/27 Budget

No long term projects have been identified at the time of the devolvement of this plan.

The map on the following page identifies the existing engine and ladder-service companies of the department and the proposed site for the replacement Station No. 1.

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SECTION 5

Emergency Responses

Goal: To deliver the highest level of emergency services in a safe and efficient manner in compliance with recognized standards.

The citizens of Lewisburg expect and deserve the most efficient and expedient response possible to emergencies from the resources available to the Lewisburg Volunteer Fire Department. To accomplish this responsibility a number of factors must be taken into consideration. Response to any location is dependent on distance from a facility, traffic patterns, barriers that impede traffic flow, the type of incident, the need for specialized equipment, and the availability of assistance from outside resources. The Lewisburg Volunteer Fire Department will strive to meet NFPA 1720 time requirement to arrive at incident scenes.

Coverage areas are currently aligned with the location of the existing facilities. This gives the greatest amount of coverage possible. However, there are locations on the fringe areas of the City that are well beyond or will be beyond the established time and distance goals. With any annexation, as the City would expand and growth would occur, these new areas may require the placement of additional facilities to meet the response distance and time standards.

Changes in traffic density and patterns over the last five years have already created problems in maintaining response standards. Continued growth in Lewisburg and the surrounding communities has resulted in a higher traffic count on U.S. Highways 219, 60 and Interstate 64. This same growth has brought considerably more traffic into and through the central area of City.

AREA OF COVERAGE

As the City of Lewisburg and the surrounding communities continue to grow our challenge will be to adjust and overcome the coverage to the far reaches of the City and the Lewisburg Rural Fire District. The City of Lewisburg is not growing from the center out, but rather along the edges which presents some response time issues.

MUTUAL AID / AUTOMATIC AID

No fire department ever has the full and complete resources to respond to any and all circumstances. The Lewisburg Volunteer Fire Department is no exception. Mutual Aid agreements are a necessity in order to maintain sufficient backup resources. Although not used on an everyday basis, Mutual Aid can make the difference in containing or controlling a large incident when additional equipment or personnel are required. The Lewisburg Volunteer Fire Department has Mutual Aid agreements with every Fire Department within Greenbrier County through the Greenbrier County Fire & Emergency Responders Association's County Wide Mutual Aid Agreement. This agreement covers many different kinds and levels of service from fires to heavy rescue situations.

Lewisburg Volunteer Fire Department also has an Automatic Mutual Aid Agreement with the Fairlea Volunteer Fire Department; this agreement has been ongoing for ten (10) years and is a resource that has been relied upon to aid in the latest ISO PPC Rating improvement.

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SECTION 6

Training

Goal: To identify areas of need and develop training programs to assist our members to become more proficient in personnel management and supervisory leadership, service delivery, customer service, incident management, safety, and public education.

Training is the most critical function for any modern emergency services organization. As our work becomes more complex and diversified, the addition of new government regulations and professional standards increases the knowledge required and the overall training needs of the organization are increasing. Documentation and records management are required elements of that process.

A well-developed, diversified training program is an essential component of the overall operations of Lewisburg Volunteer Fire Department. The development of more regimental training program will create a more positive influence within the organization by providing members the necessary skills and knowledge to safely and more efficiently provide required services. Such a program will also help the members develop the “mental toughness” necessary to function as quality team members in extremely difficult or hazardous conditions. This will also create a higher level of confidence in the organization from the citizens as they receive a higher quality of service. All members meet the minimum required training hours every month for WV State Fire Commission (WVSFC), however in order to fully meet the ISO and Department of Homeland Security (DHS) requirements a comprehensive and computer based training program is required.

SHORT TERM: FY 12/13 through 16/17 Budget

Purchase/develop computer based training programs that meet standards of NFPA regarding Firefighter I, II and Fire Officer I, II and III, that will satisfy the training hours required by ISO in FY 14/15.

MID TERM: FY 17/18 through 21/22 Budget

Replace by design, purchase and place in service new live fire training center in FY 17/18.

LONG TERM: FY 22/23 through 26/27 Budget

No long term projects have been identified at the time of the development of this plan.

OPERATIONS

SHORT TERM: FY 12/13 through 16/17 Budget

Continue to fund training at the approved budget level without any cuts. Training includes Fire, Haz-Mat, EMS, Rescue and Officer Development during FY 12/13.

Increase training budget as the number of all employees increase and requirements increase. Training includes Fire, Haz-Mat, EMS, Rescue and Officer Development.

MID TERM: FY 17/18 through 21/22 Budget

No mid term projects have been identified at the time of the development of this plan.

LONG TERM: FY 22/23 through 26/27 Budget

No long term projects have been identified at the time of the development of this plan.

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ADMINISTRATION/SUPERVISOR/EMPLOYEE DEVELOPMENT

SHORT TERM: FY 12/13 through 16/17 Budget

Cross train and certify as a NFPA Instructor II the one (1) Fire Chief Aide who is requested under Section 1 of this document in FY 12/13.

MID TERM: FY 17/18 through 21/22 Budget

Train and certify as a NFPA Fire Investigator and WV State Fire Marshal Deputy the one (1) Fire Investigator as requested under Section 1 of this document in FY 17/18.

Train and certify as a NFPA Instructor III the one (1) Assistant Chief/Training Officer as requested under Section 1 of this document in FY 17/18.

LONG TERM: FY 22/23 through 26/27 Budget

Train and certify as a NFPA Public Educator the one (1) Fire Investigator as requested under Section 1 of this document in FY 17/18.

VOLUNTEER/RESERVE PROGRAM

SHORT TERM: FY 12/13 through 16/17 Budget

Expand required training of Volunteer/Reserve employees to NFPA Fire Officer II.

Expand required training of Volunteer/Reserve employees to all National Incident Management System requirements.

MID TERM: FY 17/18 through FY 21/22 Budget

No mid term projects have been identified at the time of the development of this plan.

LONG TERM: FY 22/23 through FY 26/27 Budget

No long term projects have been identified at the time of the development of this plan.

EMERGENCY MANAGEMENT TRAINING

Presently the City of Lewisburg is under the Greenbrier County Emergency Management Plan. Even with continued growth and expectations of our citizens we feel continuation under this plan will be sufficient.

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SECTION 7

Health and Safety

Goal: To protect the health and safety of the organization's members through effective training, education, and management and through the development of policies and procedures that prevents illness, injuries or death, and promotes good health.

The health and safety of the personnel of the Lewisburg Volunteer Fire Department are of utmost importance. Early detection and prevention of potential life safety hazards requires a proactive means for the development of programs and resources to combat these hazards. With fire department employee deaths and injuries increasing nationwide, it is imperative that a continuous safety program be maintained to provide for policies and procedures to prevent loss of life or injury to the employees of Lewisburg Volunteer Fire Department.

Lewisburg Volunteer Fire Department currently has in place Standard Operating Guidelines (SOGs) that make every attempt to meet the standards or the intent of the standards applicable to the employee's health and safety. These standards are constantly changing as new studies and technology bring ideas and products to the market. In turn, our SOGs and procedures must be revised to stay in compliance.

The Fire Department has identified a need to develop, promote and support a Wellness Program to insure that the degree of emotional, physical, and mental capabilities of all personnel are maintained at an optimum level. When implemented, all personnel will be required to keep themselves in a state of health and physical conditioning that will permit them to carry out basic fire suppression, rescue and EMS tasks efficiently and without undue risk to themselves or others.

New and evolving technology in personal protective equipment (PPE) translates to increased costs for replacement. Our current program attempts to replace the PPE on an 8 year cycle. The goal should be a five-year front line cycle to take full advantage of new technology in protective gear.

HEALTH and SAFETY

As a condition of employment (full or volunteer), all members should be required to undergo a medical evaluation. In addition, all personnel should participate in a physical training program and annual medical evaluation. Operations personnel shall participate in the annual Fire Department Physical Performance Assessment (PPA) when established.

SHORT TERM: FY 12/13 through 16/17 Budget

Review and update Standard Operating Guidelines (SOGs) of the Lewisburg Volunteer Fire Department during FY 12/13.

Implement Wellness/Fitness Program utilizing WVSOM physical fitness center on a temporary basis during FY 12/13.

Negotiate with a fire service health specialist group for an annual medical evaluation of members and negotiate the appointment of a Physician as a Fire Department Physician.

Budget \$16,625 (\$475 per member) during FY 12/13 for an annual medical evaluation as required by NFPA 1500 - Occupational Health and Safety, NFPA 1582 - Comprehensive Occupational Medical Program for Fire Departments, NFPA 1583 - Health Related Fitness Programs for Fire Department Members and NFPA 1720 Organization and Deployment of Fire Suppression Operations to the Public by Volunteer Fire Departments.

Purchase and install physical fitness equipment in new Station No. 1. Budget \$30,000 during FY 13/14.

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MID TERM: FY 17/18 through 21/22 Budget

Develop and implement a Physical Performance Assessment (PPA) program during FY 17/18.

Increase annual medical evaluation budget as the number of full-time and volunteer employees increases, the increase will be necessary to accommodate growth of the City and the cost for any medical evaluation cost increases.

LONG TERM: FY 22/23 through 26/27 Budget

Increase annual medical evaluation budget as the number of full-time and volunteer employees increases, the increase will be necessary to accommodate growth of the City and the cost for any physical examine cost increases.

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SECTION 8

Technology

Goal: To develop, implement, and maintain the technology systems, equipment, and services that support and improve organizational operations and delivery of service to the citizens.

The rapid pace of technological change experienced in recent years is staggering. Technology advances are expected to continue and increase in the future, impacting organizations, including the Fire Department in profound ways.

Delivering services in ways that meet the changing needs of the department and citizens is critical. Information technologies offer essential tools for increasing productivity and efficiency, improving decision-making and streamlining our emergency services processes that directly impact the customers we serve.

There are a variety of key trends in the area of Technology that impact the Fire Department, including:

The growth of Internet usage, web-based training, web-based National Fire Incident Reporting and web-based fire service management programs - Higher speeds of Internet connectivity are required to perform vital job functions, including research, purchasing, training, reporting, and business with governing agencies. In addition, our customers have an expectation that more information is accessible on-line, including code requirements, education, employment and testing information, as well as other department related specific information. These expectations require that more time and resources are dedicated to enhancing and maintaining the departments' website:
www.lewisburgfire.net

The growth and Integration of Mobile and Wireless Technology - Cell phones, smart phones, and wireless modems are expanding rapidly. In addition, laptops, tablet computers, handheld computers and PDAs (Personal Digital Assistants) have taken information processing and access out of the office which allow users to communicate and work from anywhere. This allows users to better organize and track information, to integrate data with other systems, and results in improved efficiency overall.

The growth in use of GIS (Geographic Information System) and GPS (Global Positioning System) - Geographic Information Systems (GIS) relate to spatial (mapped) data for graphic information. GIS has become much more cost-effective, as well as easier to use, increasing the range of potential applications and its use as a powerful organization wide decision-support tool. This is especially true in municipalities, where so much of the information is linked in some way to the geography. Important base map layers can be stored and managed centrally and made available to all GIS users, without requiring all processing to occur centrally. The network architecture permits individual map layers to be shared and combined between departments.

Growth in using technology systems to compile statistical data and assist with decision-making - Fire departments rely on detailed statistical information to evaluate historical data and to guide the decision-making process for the organization. The necessary software/reporting application(s), mapping programs, and other related technology must be implemented and maintained to produce the level of sophisticated data required for today's fire department environment. Analyzing data through available technological tools can identify many issues, such as staffing and station response through modeling.

Increased Use of Partnerships to Achieve Technology Goals - There is a growing use of partnerships among and between public entities and private sector organizations to achieve technology goals faster, more affordably and/or to reduce the overall risk by sharing it with others.

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Current Technological Environment

Our current technological environment includes the following hardware, software, equipment, and services:

Hardware

1 – Windows 2008 Server, 3 – Windows XP Desktops, 1 – Panasonic XP CF-19 Toughbook, 2 – HP Pavilion Windows 7 Professional Lap Tops, 2 – Network Printers, 2 – Fax machines, 2 – Copy Machines, 2 – Hitachi Trio 77 Smart Boards, 2 Hitachi CPA 52 Video Projection Systems, 2 - Wireless Access Points.

Software

Windows 2008 Server Licenses, Windows XP Licenses, Fire Programs XII Licenses, Microsoft Office 2000 Licenses, Microsoft Office 2003 Licenses, Adobe Acrobat Licenses, Adobe Photoshop Licenses, McAfee/Anti-spam Licenses.

Connectivity/Services

2 – Cable/Internet/TV Service, 2 – Voice Phone Lines at Station No. 1, 2 – Voice Phone Lines at Station No. 2, 2 – Cellular Phones.

SHORT TERM: FY 12/13 through 16/17 Budget

Cultivate and support the cultural shift needed within the department to more efficiently implement and fully leverage technology solutions.

Implement and maintain the technology infrastructure needed to support current and future applications and improve communications with our citizens.

Integrate information technologies to enhance department processes, increasing productivity and improving delivery of services.

Establish a budget for the replacement of equipment and software upgrades for the fire department.

Enhance and continue to maintain the Fire Department's website.

Continue to research and evaluate technologies regularly. Keep current with latest software, hardware, systems, and equipment by attending training sessions when possible.

Enhance the utilization of the department's web page to distribute Public Education and events.

MID TERM: FY 17/18 through FY 21/22 Budget

Continue to pro-actively develop, implement, and maintain technology solutions that support and improve departmental operations and delivery of service to the citizens.

LONG TERM: FY 22/23 through FY 26/27 Budget

Long-Term planning capabilities are limited due to the inability to predict what type of technology will be available in the future.

COMMUNICATIONS

Communications technology has been in a constant state of evolution for many years. The lack of radio communications interoperability was identified as one of the major contributing factors to the death toll of first responders to the World Trade Center attacks. The Fire Department communicates with other Department's within the City by cell phones. When dealing with surrounding departments, we use a UHF radio system. The Fire Department's radios are programmed with all the channels of surrounding departments. The Fire Department is dispatched through the Greenbrier County 9-1-1 Center.

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The Federal Communications Commission Regulations require all VHF frequencies to switch to narrow banding by January 2013. In an effort to complete this transition the LVFD has begun a re-licensing of the FCC license that it currently operates on and replacing non interoperable capable Analog radios with Digital interoperable radios and has begun negotiations with the WV DHS to transfer the FCC license to the State of West Virginia while retaining unconditional use of the current radio frequency. This is an attempt to remove the cost of maintenance of the VHF repeater owned by the LVFD and to have use of a repeater of the State of West Virginia that has back-up power.

Current Communications Environment

Our current communication environment includes the following hardware, equipment, and services:

Tower Sites

Muddy Creek Mountain Tower – 4 Tate VHF Repeaters that transmit in narrow band, these repeaters are not interoperable capable, the primary dispatch repeater located at this site with back-up generator, repeaters, tower and generator owned and maintained by Greenbrier County 9-1-1 Center.

Greenbrier Mountain Tower – 1 Kenwood VHF Repeater that transmits in wide band, the repeater is not interoperable capable, primary transmitting repeater of Lewisburg Volunteer Fire Department located at this site with no back-up generator, repeater is owned and maintained by the LVFD, and the tower is owned and maintained by Black Bear Communications.

Mobile Radios

7 – Motorola mobile VHF radios that transmit in narrow band, these radios are not interoperable capable and are installed in 7 of the 10 apparatus and vehicles of the department's operational fleet, radios are owned and maintained by the LVFD.

Portable Radios

4 – Motorola portable VHF radios that transmit in narrow band, these radios are not interoperable capable and are in service with and assigned to operational apparatus of the LVFD, radios are owned and maintained by the LVFD. These radios have been in service since 1998.

10 – Kenwood portable P25 VHF radios that transmit in narrow band, these radios are interoperable and are in service with and assigned to line officers of the LVFD, radios are owned and maintained by the LVFD. These radios have been in service since 2011.

10 – Vertex portable VHF radios that transmit in wide band, these radios are not interoperable capable or Greenbrier County 9-1-1 capable and are in service with and assigned to operational apparatus, radios are owned and maintained by the LVFD. These radios have been in service since 2001.

Pager / Monitor

30 – Motorola Monitor V that receives VHF signals, they are in service and assigned with all members of the LVFD. Monitors are owned and maintained by the LVFD.

SHORT TERM: FY 12/13 through 16/17 Budget

Finalize negotiations with the WV DHS for the transfer of FCC license held by the LVFD during the FY 12/13.

Identify and obtain funding to replace mobile and portable radios that are not interoperable capable during FY 12/13.

MID TERM: FY 17/18 through 21/22 Budget

No mid term projects have been identified at the time of the development of this plan.

LONG TERM: FY 22/23 through 26/27 Budget

No long term projects have been identified at the time of the development of this plan.

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SECTION 9

Other or Existing Services

Goal: To evaluate, develop, implement, and introduce additional or existing services that support and improve organizational operations and delivery of service to the citizens.

Identifying services that are needed or required of the department for the protection, health and safety of our citizens is critical. The continued development and growth and the changing demography of our area require continual decision-making and streamlining our emergency services that directly impact the citizens we serve.

The change experienced in recent years is staggering. Emergency services are expected to continue and increase in the future, impacting organizations, including the Fire Department in profound ways.

SHORT TERM: FY 12/13 through 16/17 Budget

Continue evaluating the delivery, scope and efficiency of our existing services.

Continue to identify areas that may require the expansion of services provided by the fire department to the citizens we serve. (Rescue, Emergency Medical Services, Public Education, Code Enforcement)

MID TERM: FY 17/18 through 21/22 Budget

Continue evaluating the delivery, scope and efficiency of our existing services.

Continue to identify areas that may require the expansion of services provided by the fire department to the citizens we serve. (Rescue, Emergency Medical Services, Public Education, Code Enforcement)

LONG TERM: FY 22/23 through 26/27 Budget

No long term projects have been identified at the time of the development of this plan.