



2020–2025 STRATEGIC PLAN

LANCASTER CITY BUREAU OF FIRE



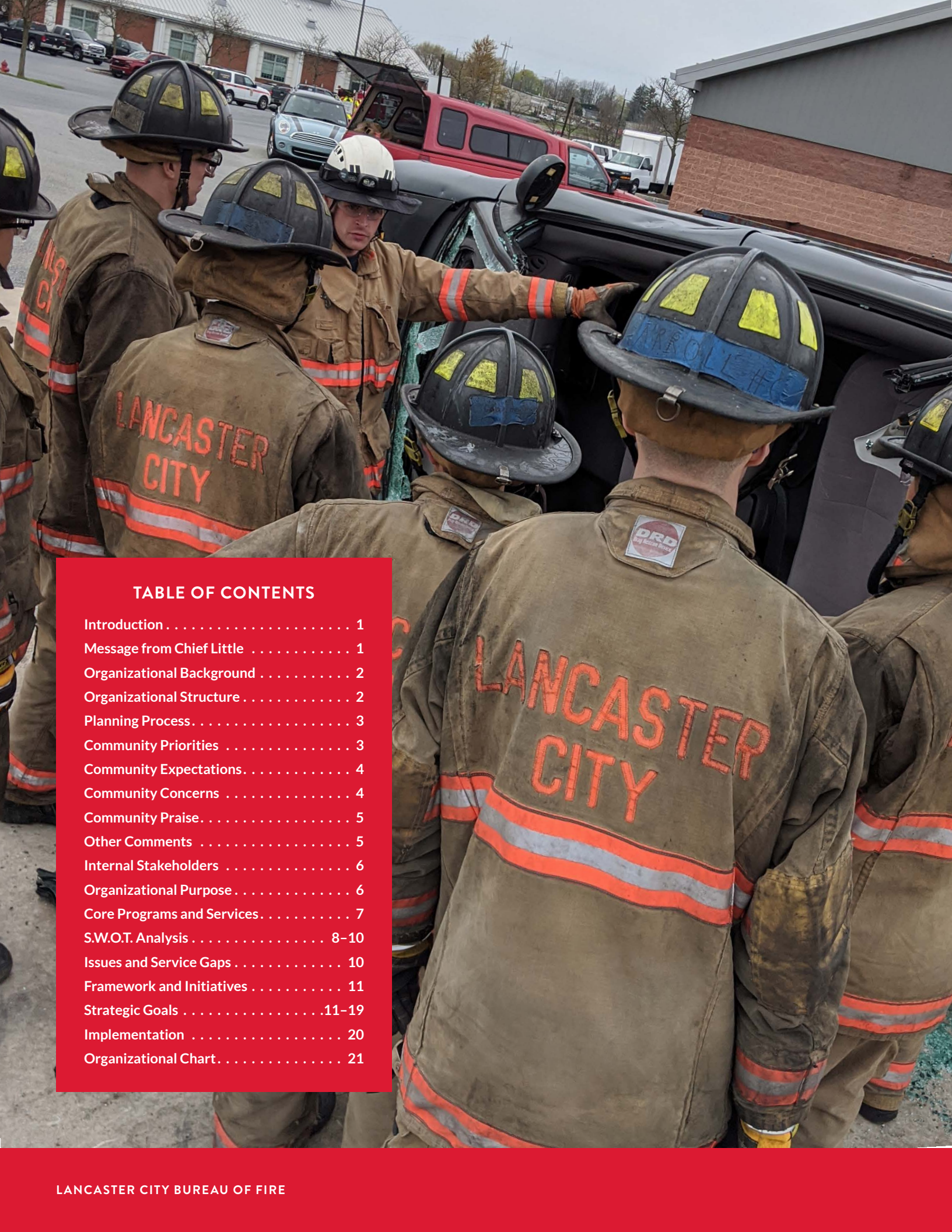


TABLE OF CONTENTS

Introduction	1
Message from Chief Little	1
Organizational Background	2
Organizational Structure	2
Planning Process	3
Community Priorities	3
Community Expectations	4
Community Concerns	4
Community Praise	5
Other Comments	5
Internal Stakeholders	6
Organizational Purpose	6
Core Programs and Services	7
S.W.O.T. Analysis	8-10
Issues and Service Gaps	10
Framework and Initiatives	11
Strategic Goals	11-19
Implementation	20
Organizational Chart	21

INTRODUCTION

Lancaster City Bureau of Fire personnel are known for their ability to work as a team during difficult times. We are consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of those we serve on a daily basis.

This document was developed utilizing a community driven and focused strategic planning process that reaches beyond the feedback on meeting community needs. Stakeholder input is intended to guide our organization over the course of this document as well as into the future.

This document allows Fire Bureau personnel to critically examine processes, values, beliefs, and aspirations. It ultimately

challenges individuals to work in the best interest of the citizen, city, and team. This provides the Fire Bureau with an opportunity to participate in the development of the long-term direction and focus that is critical to the success of the organization.

The community driven strategic plan, with its foundation based on community and personnel input, sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

MESSAGE FROM CHIEF LITTLE

I am pleased to present the 2020-2025 Strategic Plan for the Lancaster City Bureau of Fire. The primary objective is to chart direction for the future while maintaining our traditional core values of **RESPECT, TEAMWORK, INTEGRITY, and QUALITY**. We have conducted an in-depth analysis within the Fire Bureau and community to determine what the top priorities should be for the next five years. The Bureau's vision is one of partnership between Bureau members and community stakeholders that will build on competencies to respond to fires, emergency medical incidents, hazardous material situations and rescue calls, as well as new challenges.

This strategic plan clearly defines what we expect to accomplish in the next five years. The goals and strategies detailed here form a foundation upon which to build the future of the organization. While some of the strategies are underway, others will begin shortly. A commitment to strategic planning ensures that the Lancaster City Bureau of Fire will continue to provide the Lancaster community with the highest level of service.

The key to successful implementation of this plan is holding all members accountable for assisting in the five strategic initiatives that are outlined. The strength of this organization has always been its people and we will use the talents of our staff to develop and implement these goals and strategies which are crucial to the future of the Bureau.



Chief Scott Little

As an organization we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents, and meeting our future vision.

SCOTT R. LITTLE, MPA, CFO, CTO
Fire Chief
slittle@cityoflancasterpa.com

ORGANIZATIONAL BACKGROUND

The Lancaster City Bureau of Fire (LCBF) is a fully paid professional firefighting organization established on April 1, 1882. Since then, we have increased our capability to what it is today, by providing fire suppression, non-transport EMS, basic and technical rescue, hazardous materials mitigation, disaster preparedness planning and response, fire prevention, and education services to a population of approximately 60,000 residents and 40,000 daily commuters in an area of 7.2 square miles.

These services are provided from three fire stations and one headquarters that is centrally located within the City of Lancaster. The Bureau consists of (1) Fire Chief, (2) Deputy Fire Chiefs, (4) Battalion Chiefs, (4) Captains, (1) Fire Marshal, (3) Assistant Fire Marshals, (12) Lieutenants, (1) Maintenance Officer, (44) Firefighters, and (2) Civilian Administrative Staff. Today the LCBF is an Insurance Services Office (ISO) class 3 bureau. Its members respond to more than 3,900 calls for service per year utilizing three engine companies, one ladder company, and one Shift Commander.

The current leadership has a genuine sense of recognizing career excellence and the importance of offering of strategies for continuous personal improvement. Professional credentialing and designation have become a backbone of career enhancement and development through life-long learning, skill development, and community service.

CITY OF LANCASTER QUICK FACTS

Founded: 1729

U.S. Capital: Sept. 27, 1777

State Capital: 1799 to 1812

Population: 59,420

Square Mileage: 7.2

“Red Rose City”

LANCASTER COUNTY QUICK FACTS

Founded: 1729

Population: 543,557

Square Mileage: 984

County Seat: City of Lancaster

“Pennsylvania Dutch Country”

ORGANIZATIONAL STRUCTURE

The City of Lancaster, Pennsylvania operates under a mayor/council form of government. Danene Sorace is the 43rd mayor of Lancaster. The City Council is composed of seven members: President Ismail Smith-Wade-El, Vice-President Pete Soto, Jamie Arroyo, Amanda Bakay, Faith Craig, Janet Diaz, and Xavier Garcia-Molina. Mayor Sorace oversees public safety for the City and appointed Scott Little to serve as Fire Chief on May 14, 2018.

See Organizational Chart on page 21.

2020 STAFFING LEVELS

A PLATOON	16
B PLATOON	16
C PLATOON	17
D PLATOON	17
FIRE MARSHALS	4
ADMINISTRATION	4
TOTAL STRENGTH	74

PLANNING PROCESS

LCBF acknowledges and thanks the external and internal community and agency stakeholders for their participation and input into this community-driven strategic planning process.

Mayor Sorace and her team are thanked for their leadership and commitment to not only this process but also for being supportive of cutting-edge public safety. Initial development of this plan took place in June of 2019, beginning with identifying key stakeholders and a survey prioritizing current services as well as positive and negative feedback.

EXTERNAL STAKEHOLDERS

- Milzy Carrasco, Director of Neighborhood Engagement, City of Lancaster
- Gene Duncan Jr., Manager, Facilities Maintenance, Thaddeus Stevens College of Technology and a board member of SoWe (resident-led community organization)
- Barry N. Handwerker, Esq., Solicitor, City of Lancaster
- Dennis Laporte, Director of Facilities and Building Operations, School District of Lancaster
- Michael Oster, Director of Client Services, Paul Davis Restoration of Central PA and a board member of the Lancaster City Fire Foundation
- Jerry Schramm, Director of Operations, Lancaster EMS
- Amber Strazzo, Communications Manager, Mayor's Office, City of Lancaster
- Curt Woerth, Sales Manager, Glick Fire Equipment

COMMUNITY PRIORITIES

A top priority of LCBF's organizational success is having a high level of commitment to the community, as well meeting and maintaining the satisfaction and expectations of the community. LCBF invited community representatives to provide feedback on our services to better evaluate our accomplishments with this priority.

To best meet the needs of the community, we as an organization must understand what the customer considers to be their priority. External stakeholders were asked to prioritize the programs offered by our organization through a process of direct comparison. The results were as follows:

SERVICES OFFERED	STAKEHOLDERS' PRIORITIZATION OF SERVICES							
Fire Suppression	1	1	2	1	7	2	1	1
EMS	3	3	4	3	5	1	3	2
Rescue: Basic and Technical	2	2	3	2	6	8	2	3
Hazardous Materials	4	5	5	4	8	7	4	7
Community Outreach and Risk Reduction	7	4	6	6	2	6	5	6
Public Education	5	6	8	7	3	5	6	5
Domestic Preparedness Planning and Response	6	7	1	5	1	3	7	4
Community Recruitment	8	8	7	8	4	4	8	8

KEY TAKEAWAYS

- 63% identified Fire Suppression as the top priority.
- 25% identified Domestic Preparedness, Planning, and Response as the top priority.
- 12% identified EMS as the top priority.

COMMUNITY EXPECTATIONS

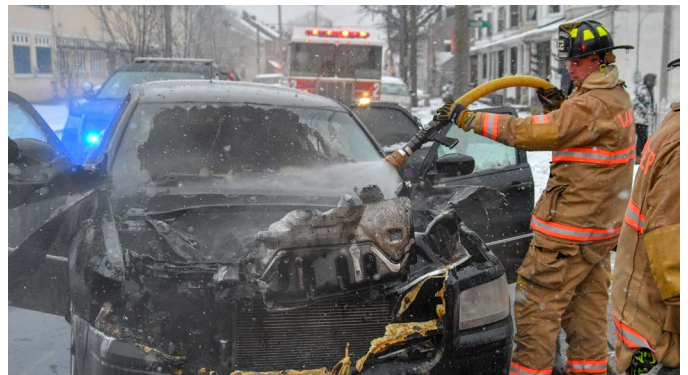
Understanding what the community expects of LCBF is critically important to developing long-range goals and objectives. With this understanding, we can turn our focus to educating the community on our services and developing changes that will help fulfill the community needs. The following community expectations were reported verbatim:

- *I expect ownership from every member*
- *Personnel who are highly trained and qualified*
- *Engaged and connected to the community*
- *Motivated in growing to meet the community expectations of tomorrow*
- *Quick response to the emergency with trained responders that know their job, know their equipment, and know the community they serve*
- *Professional, well trained, and empathetic*
- *Deliver services needed in timely manner and response*
- *Adequately trained and credentialed staff members*
- *Providing quality service while empathizing cost control*
- *Continue to provide the excellent services that you currently provide by keeping your staff trained and well equipped for any situation*
- *See the big picture, work to maintain good relationships with other departments and the public regardless of individual interest*

COMMUNITY CONCERNS

This process would not be complete without input from the community regarding their concerns involving LCBF. Some areas of concern could potentially include areas of weakness within the services being delivered or misperceptions based upon lack of or incorrect information. These concerns are listed verbatim.

- *Violence in the community vs. keeping our first responders safe to do their job*
 - *Organization members that don't have a commitment to the community*
 - *See things only through their paychecks*
 - *Organization's ability to effectively work with neighboring communities*
 - *Is funding going to be there for future needs? Staffing, resources, stations, etc.*
 - *Retirements lead to lost institutional knowledge*
 - *Continue to supply the firefighters with the needed equipment and training to perform their jobs to the best of their abilities*
 - *Lack of empathy*
 - *Disconnect with the community; their role must be more than just a job*
 - *I have two concerns. First, being that the Fire and Police Bureaus may not have the proper staffing levels for our changing community and secondly, that both the Fire and*
- Police Bureaus operate independently from the Mayor's Office so that they never become bargaining chips during budget negotiations.*
- *Misconceptions and misinformation at times when city and labor organizations have differences*



COMMUNITY PRAISE

For any strategic plan to be valid, LCBF must seek the community's input on the organizational strengths. Too often we find ourselves overlapping and overdeveloping areas that are already successful. We must utilize and promote our strengths in a manner that allows us to overcome or offset some of the identified weaknesses. The following comments are verbatim.

- *Good community engagement and interaction*
- *Great to see the fire trucks and firefighters out in the community – First Fridays, block parties, Barnstormer games, etc.*
- *Firefighters are quick to respond and handle the emergency in a timely manner*
- *Having the right people in the right positions*
- *Well trained and timely responses*
- *Timely response to emergencies*
- *Strong visibility in the community*
- *Focus on leadership, staffing, training is building blocks to all things we need to accomplish. Having great people will lead to great things.*
- *Doing a great job with community engagement and making sure that you're visible in the community*

OTHER COMMENTS

The community was asked to share or provide any additional comments they had about LCBF or the programs and services we provide. The following comments were received verbatim:

- *Always room for improvement*
 - *Looking from the outside there appears to be a lot of potential for expansion*
 - *From the outside looking in, the Fire Bureau is making a lot of progress in a positive direction*
 - *Align with city adaptation of core values that will shape the mission of the Fire Bureau*
 - *Progress seen is nothing short of amazing to watch*
 - *The Fire Bureau seems to have a more positive vibe and direction, with increased medical responses and more positive media depictions*
 - *Cost control does seem to be a concern with the Fire Bureau being a large expense in the city budget and large capital expenses for apparatus and fire stations, there is concern*
- *about cost benefit for the taxpayer*
 - *Thank you for all you do each day*
 - *Love you guys! You are superstars risking your life to save others.*



INTERNAL STAKEHOLDERS

Internal stakeholders were recognized by rank, seniority, and assignment. A survey was initiated to focus on mission, core values, programs, and services offered by LCBF. In addition, as an organization, we must identify strengths, weaknesses, opportunities, and threats facing LCBF.

INTERNAL STAKEHOLDERS

- *William Bickel*
- *Ben Davis*
- *David Hamric*
- *James Haubert*
- *Todd Hutchinson*
- *Valerie Paige*
- *John Pugliese*
- *Kevin Ressler*
- *Israel Velazquez*

ORGANIZATIONAL PURPOSE

The purpose of any organization should be to answer these questions: who are we, why do we exist, what do we do, why do we do it, and for whom? Internal stakeholders reviewed the current mission statement and collectively agreed to the following with input from platoon personnel.

MISSION

We, the Lancaster City Bureau of Fire, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, property, and the environment.

CORE VALUES

- **Quality:** A distinctive attribute or characteristic possessed by someone.
- **Teamwork:** The combined action of a group of people to work towards the efficiency of a whole, resulting in collaboration.
- **Integrity:** Doing the right thing for the betterment and positivity of yourself and others.
- **Respect:** Treating others with courtesy, equality, and encouragement so that everyone has a feeling of acceptance and belonging.

VALUE STATEMENT

For the Community: We recognize that the community is the reason for our presence. We value the faith and trust of the community and continually work to serve that confidence through our attitude, conduct, and accomplishments. Lives are more valuable than property. The safety of the public is of paramount importance followed closely by the safety of our firefighters. All members of the public are entitled to our best efforts.

For the Bureau: We strive for excellence in everything we do. Honesty, fairness, and integrity will not be compromised. We continually seek effectiveness, efficiency and economy. Unity and teamwork are stressed as being to our mutual advantage as individuals and as an organization. Firefighters are continually encouraged to improve themselves as individuals and employees. The free exchange of ideas is encouraged. We will always provide professional and courteous service. We are sensitive to changing community needs.

CORE PROGRAMS AND SERVICES

Internal stakeholders identified the core programs and services provided by LCBF to the community, as well as support agencies who enable LCBF to deliver these programs:

CORE PROGRAMS

1. Fire Suppression
2. Emergency Medical Services (EMS)
3. Rescue: Basic and Technical
4. Hazardous Materials (Haz-Mat)
5. Public Education
6. Community Outreach
7. Domestic Preparedness Planning and Response
8. Recruitment

SUPPORT AGENCIES

City of Lancaster

- Bureau of Police
- City Solicitor
- Civil Service Commission
- Dept. of Administrative Services
- Dept. of Community Planning & Economic Development
- Dept. of Public Works
- Office of Neighborhood Engagement

State/Federal

- Alcohol, Tobacco, Firearms and Explosives (ATF)
- Emergency Health Services Federation
- Federal Emergency Management Agency (FEMA)
- Fire Commissioner
- Occupational Safety and Health Administration (OSHA)
- PennDOT
- Pennsylvania Emergency Management Agency (PEMA)
- South Central Task Force

Local/County

- Emergency Management Office
- Information Technology (IT)
- Lancaster County Fireman's Association
- Lancaster County Public Safety Training Center (LCPSTC)
- Lancaster County Rescue Task Force
- Lancaster Countywide Communications (LCWC)
- Manheim Township
- Manheim Township Ambulance Association
- Manheim Township Fire Rescue (MTFR)
- Special Emergency Response Team (SERT)

Others

- Bucks County Community College
- Civil Service Commission
- The Fire Store
- Glick Fire Equipment
- Harrisburg Area Community College (HACC)
- Lancaster City Fire Foundation
- Lancaster EMS Agency (LEMSA)
- Lancaster Professional Firefighters (IAFF 319)



S.W.O.T. ANALYSIS

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is designed to help an organization candidly identify its positive and negative effectiveness on the community. Internal stakeholders were required to identify strengths and weaknesses, as well as any possible opportunities and potential threats. These are listed verbatim from stakeholder input.

STRENGTHS

Characteristics of LCBF that give it an advantage over others in the industry. These are assets that can be capitalized or built upon.

- Supportive Administration
- Good cache of equipment
- Mayor and Executive Leadership Team that care about the importance of Public Safety
- Experience and development of Fire Officers
- Incident mitigation and management
- Upgrade of stations
- Respected by the community
- Quality apparatus and equipment
- Forward thinking team
- Suppression and prevention
- Inspection/Pre-Plan program
- Development of training programs
- Building construction and codes in city – allows for interior firefighting
- Diversity in race, religion, language, upbringing, skill sets make us uniquely ready for anything
- Well trained and invested personnel
- Maintained apparatus
- Older department with a lot of tradition
- Training opportunities are endless
- Response times (rapid, quick)
- Our people / team / fully career service
- Supported by elected officials
- Employees knowledge of city buildings and streets
- Customer service oriented
- Incident response
- Recruitment
- Leadership
- Strong partnership between labor and fire management along with an inclusion in decision making
- Better info. sharing from fire management to the rank and file

WEAKNESSES

Characteristics that place LCBF at a disadvantage relative to others. These are components that must be re-evaluated for effectiveness, need, and unanticipated consequences.

- Inconsistencies in training and requirements
- Outdated processes
- Young firefighters
- Lack of training facility
- Communications
- Employees understanding the importance of staying healthy and physically fit
- Tech rescue preparedness
- Training that isn't fire based (computers, HR, etc.)
- Communication between Divisions
- Imbalance of workload or productivity among various personnel
- Only one ladder company in service for the size and building height of our city

WEAKNESSES (CONTINUED)

- Technology deficiencies and issues when it comes to IT, including reporting software issues, pre-plans, and server issues
- Internal communication at the suppression level needs improved
- A County 911 center that is not responsive to our needs and committed to providing a quality service to our Bureau or citizens of Lancaster
- Inefficient use of Emergency Reporting and Munis
- Inability to spread workload due to administrative vacancies
- Easy to compartmentalize Bureau
- IT connectivity
- Keeping employees motivated, and taking pride and ownership in their work and agency
- Lack of personal accountability, easy to place blame

- Fire prevention education
- Onboarding program
- Public education/prevention
- Resource Organization
- Lack of a chief's aide to assist with emergency

OPPORTUNITIES

Internal and external chances to increase the capacity of LCBF. This involves the evaluation of utilizing what currently exists, or what is anticipated to surface that can bring LCBF closer to accomplishing its strategic challenges.

- Expand services across neighboring municipalities
- Training with internal resources
- Social Media presence
- Hiring Deputy Chiefs to oversee critical programs
- Internally develop members for future leadership positions
- Fire based EMS
- More active role in Rescue Task Force
- Adding one ladder truck and a station
- Improve public and private fire safety and training by growth in the Fire Marshal Division

- Training and growth individually
- Public interaction by walking the streets, etc.
- Build an atmosphere for employees where they want to actively participate in physical fitness
- Expanding programming to aid in prevention, education and recruitment
- More active role in 911 center functions and decision making
- More active role in County Haz-Mat
- Our influence on situations and outcomes that other organizations cannot



S.W.O.T. Analysis (Continued)

THREATS

Internal and external challenges that form barriers. Threats can be attitudinal, budgetary, environmental, or contextual. They can be perceived, or they can be real.

- Labor issues
- Budget restraints
- Not addressing an issue as soon as possible
- Not enough staff to handle two major incidents; we are based on having one emergency at a time
- CBA limitations
- Priorities of rank and file are not aligned with those of leadership
- Limited lack of funding to launch or improve programs beyond suppression and basic prevention services
- Economy downturn
- Members that don't look at email regularly to know what's going on in the Bureau
- Personnel in leadership positions that don't want to grow or improve
- Becoming stale or stagnant
- Isolation
- Loss of experience and knowledge through retirements
- Not expanding to meet the needs of the growing county
- Lack of administrative staff positions
- Combination of aggressive agenda with lack of personnel to fulfill agenda

ISSUES AND SERVICE GAPS

Internal and external stakeholders identified trends that are critical issues and/or service gaps facing LCBF. These barriers can delay program delivery to our community.

1. Discipline
2. Leadership
3. Information Technology
4. Physical Fitness Program
5. Truck Companies
6. Workforce Development
7. Cultural Diversity
8. Communications
9. Apparatus
10. Fire Suppression
11. Training Facility
12. Community Involvement
13. 911 Communications
14. Staffing Needs
15. EMS system that is overworked

FRAMEWORK AND INITIATIVES

The LCBF strategic plan revolves around five goal areas. Each goal is supported by and accomplished through a series of high-level strategies and more specific action steps. In the context of this strategic plan, goals are defined as visionary statements that guide the future direction of the Bureau. The strategies listed beneath each goal outline a plan of action for achieving the goal. Below each strategy is a set of action steps which are concrete along with specific tasks designed to help implement the strategy and ultimately reach the stated goal.

The parameters used by the work group in the development of the goals, strategies and action steps required that they be:

- **Aligned with the Bureau’s Mission, Vision and Values**—the five stated goals must line up with and move the organization forward in fulfilling its mission, vision and values.
- **Aligned with the City’s Strategic Plan**—the Mayor’s strategic priorities are Strong Neighborhoods, Safe Streets, Secure Incomes, and Sound Government.
- **Achievable**—current economic realities dictate that the goals be practical and focused so that they can be accomplished within the Bureau’s current budget.
- **Built on Consensus**—shared agreement among the Bureau’s key internal and external stakeholders, which includes employees, leadership, and labor, on what is important to the Bureau’s future.
- **Measurable**—each goal area and the accompanying strategies and action steps must be measurable, so that it is possible to objectively determine whether the goal is being achieved.

Due to the intentionally ambitious nature of the plan, the goals and strategies may need to be accomplished in phases over a period of time. They will be reevaluated periodically as part of an overall review of the plan. As the external and internal environment in which we operate changes, the strategic plan will remain a map for the organization’s future.

STRATEGIC GOALS

The following goals, strategies, and action steps are equally important and are not listed in order of priority.

Workforce & Professional Development	Create comprehensive programs for all ranks of personnel, allowing individuals to develop through continuing education and training.
Health and Safety Initiatives	Provide for the health and safety of all personnel within LCBF.
Resource Management	Maintain quality equipment, apparatus, facilities, and technology to meet the needs of our community and organization.
Community Outreach and Partnerships	Foster community outreach and agency partnerships to strengthen organizational services.
Service Agreements	Work with neighboring municipalities to forge relationships that build a reliable fire rescue model for the future.

STRATEGIC GOAL #1 – WORKFORCE & PROFESSIONAL DEVELOPMENT

OBJECTIVE 1A

Ensure equal opportunity throughout the hiring process while identifying highly qualified applicants that will excel at becoming successful firefighters and increase the demographic diversity of LCBF.

Mayor's Strategic Priority: Secure Incomes, Sound Government

Action Steps:

1. Identify and recruit demographically diverse, highly qualified applicants.
2. Engage and educate the public on the merits of becoming a career firefighter, creating a long-term and continual community outreach program.
3. Create a formalized internal recruiting practice and procedure, allowing for a small number of LCBF personnel to become certified as "recruiters" along with broader training for all LCBF members to ensure recruiting policies and practices are followed.

Timeframe: Annual

Assigned to: Valerie Paige, Administrative Services Manager

Funding Estimate: \$6,000

OBJECTIVE 1B

Develop employees to be recognized as a high performing and adaptive team that fosters education, skill through practical training, mentorship, leadership development and continuity planning.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Increase firefighter professional standards for career development.
2. Focus on obtaining, maintaining, and enhancing courses and certification.
3. Sustain the highest quality of fire and emergency service programs.
4. Purchase and maintain a yearly subscription with Bucks County Community College.

Timeframe: Annual Contract

Assigned to: Command Staff

Funding Estimate: \$6,000

OBJECTIVE 1C

Optimize staffing levels with current and forecasted future operational demands.

Mayor's Strategic Priority: Sound Government, Safe Streets

Action Steps:

1. Analyze data trends on staffing levels, call volume, dispatch type frequencies, leave frequencies and injury reports.
2. Compare data to current and future community risk factors, NFPA 450, 1710 and ISO outputs.
3. Use data analysis as an input, and present to all stakeholders, research that supplements additional staffing, including characteristics of a modern flexible staffing model that adapts to changes in the Collective Bargaining Agreement and operational environment.
4. Present a multi-year supplemental staffing model and annual budget request for the hiring and equipping of additional firefighters to decision makers.
5. Pursue grants to mitigate the initial financial impact of additional operational staff.
6. Seek guidance from the Governor's Center for Local Government Services to provide technical and financial assistance to support a feasibility study on allocation of resources.

Timeframe: Annual Review

Assigned to: City Administration

Funding Estimate: \$20,000



STRATEGIC GOAL #2 – HEALTH AND SAFETY INITIATIVES

OBJECTIVE 2A

Enhance and maintain personal protective equipment (PPE) stock to deliver the most advanced, proper fitting, and longest-lasting protection that meets or exceeds NFPA standards.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Pursue grants specific to PPE.
2. Develop mandatory PPE cleaning policy with specific and intentional intervals.
3. Procure a gear washer for Engine 2 personnel.
4. Equip all stations with gear dryers.
5. Maintain PPE lifecycle replacement at 10 years.
6. Maintain annual PPE inspections.
7. Conduct annual fit testing for all respirators.

Timeframe: Annual

Assigned to: Valerie Paige, Administrative Services Manager

Funding Estimate: \$55,000

OBJECTIVE 2B

Develop physical fitness standards that meet or exceed NFPA recommendations.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Implement annual physicals per NFPA 1582.
2. Implement a mandatory on-duty physical fitness training period of one hour per shift.
3. Equip each fire station with strength and conditioning equipment.
4. Organize personal training and dietician services through the City Wellness Coordinator.
5. Obtain Peer Fitness Trainer Certification through the IAFF program.

Timeframe: Annual Contract

Assigned to: Valerie Paige, Administrative Services Manager

Funding Estimate: \$75,000

OBJECTIVE 2C

Develop a training facility that has the necessary components where firefighters can practice, maintain, and increase capability.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Utilize fixed facilities (HACC, LCPSTC, Pequea Lane) for live burn sessions.
2. Identify areas within the City that allow for operations training: pump ops, hose drills, high rise, driving course, and technical rescue evolutions.
3. Develop an internal small-scale fixed facility following the NFPA 1402 standard.
4. Establish a joint venture with neighboring municipalities to build small-scale fixed facility.
5. Establish City EMS training site (independent of ETA's and other EMS organizations).

Timeframe: 3-5 Years

Assigned to: Command Staff

Funding Estimate: \$100,000

OBJECTIVE 2D

Develop an apparatus and equipment plan that includes a fleet management program and baseline specifications in alignment with industry standards.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Design a plan for apparatus run routes (bump outs, parking, etc.) in conjunction with Public Works and other departments.
2. Enhance communication in regard to traffic and road conditions.
3. Increase enforcement of seatbelt use.
4. Optimize equipment purchasing to eliminate duplicates.
5. Expand on joint purchases with neighboring departments.
6. Establish a joint venture with neighboring departments on special operations staffing and training.
7. Ensure all apparatus safety features are in working condition.
8. Maintain third-party testing of hose, pumps, ladders, and aerials.
9. Maintain annual driver "recertification" of all apparatus.

Timeframe: Annual

Assigned to: Israel Velazquez, Maintenance Officer

Funding Estimate: \$75,000

STRATEGIC GOAL #3 – RESOURCE MANAGEMENT

OBJECTIVE 3A

Employ a system to track progress of information technology integration to include increased capability, reliability, and user simplicity.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Obtain a seat on the County Fire Radio Advisory Board.
2. Collaborate with key partners to find ways to improve user simplicity of technology.
3. Maintain partnerships with vendors to ensure current technology is supported.

Timeframe: Annual

Assigned to: Command Staff

Funding Estimate: \$0

OBJECTIVE 3B

Enrich internal and external communications using records and information management systems that simplify and maximize business performance.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Expand and foster the use of Emergency Reporting.
2. Advance the use of City email for all Bureau personnel for day-to-day business.
3. Promote the use of the daily briefing and journal to communicate activities.

Timeframe: Annual

Assigned to: Command Staff

Funding Estimate: \$12,000

OBJECTIVE 3C

Support LCWC 911 Center with evolving communication standards and cultivate a relationship and understanding that is based on simplifying end user experience.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Obtain a seat on the County Fire Radio Advisory Board

Timeframe: Annual

Assigned to: Command Staff

Funding Estimate: \$0

OBJECTIVE 3D

Collaborate with County special operations programs to ensure highly trained and skilled personnel are assuming key roles within these programs for diverse training opportunities.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Maintain partnership opportunities with County programs.
2. Promote training opportunities.
3. Maintain support of City Administration on the importance of City personnel being assigned to County, Regional, and State teams.

Timeframe: Annual

Assigned to: Command Staff

Funding Estimate: Varies based on personnel rate

STRATEGIC GOAL #4 – COMMUNITY OUTREACH & PARTNERSHIPS

OBJECTIVE 4A

Advance the growth potential of the Lancaster City Fire Foundation with business partners to facilitate public participation in promoting a fire safe environment and enhance LCBF'S ability to reduce risk to the public.

Mayor's Strategic Priority: Strong Neighborhoods

Action Steps:

1. Promote civic spirit in support of public safety.
2. Develop funds to allow the Fire Bureau to operate more effectively and to improve the level of safety for firefighters and the public.
3. Enhance public awareness of safety issues such as fire prevention.

Timeframe: Annual

Assigned to: Lancaster City Fire Foundation Board of Directors

Funding Estimate: \$25,000



OBJECTIVE 4B

Enhance the smoke detector program with the emphasis that smoke detectors are critical lifesaving tools.

Mayor's Strategic Priority: Strong Neighborhoods

Action Steps:

1. Develop a comprehensive plan to promote this valuable program.
2. Seek out business partners that will support and donate to this program.
3. Utilize the Lancaster City Fire Foundation as a funding resource.
4. Partner with Housing Inspectors to identify neighborhoods with the highest number of smoke detector violations.
5. Implement a door-to-door program to install smoke detectors at no charge where they are not already present or operational.

Timeframe: Annual

Assigned to: Lancaster City Fire Foundation Board of Directors

Funding Estimate: \$2,000

OBJECTIVE 4C

Increase effective community engagement to include partnerships with local non-profits and community organizations to better reach and recognize the needs of our customers.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Enhance relationships with community-based organizations to increase effective community interaction.
2. Advocate fire prevention and safety through communication and materials targeted to the audience demographic.

Timeframe: Annual

Assigned to: Fire Marshal Division

Funding Estimate: \$2,500

OBJECTIVE 4D

Develop a community risk reduction plan through government and community partnerships that pioneers an innovative outreach, identifying a flexible system for public safety education and effective use of marketing.

Mayor's Strategic Priority: Strong Neighborhoods

Action Steps:

1. Utilize data to identify and prioritize local risks.
2. Identify critical community stakeholders and resources.
3. Establish a sub-committee focused on community risk reduction with support from the Lancaster City Fire Foundation.

Timeframe: Annual

Assigned to: Command Staff

Funding Estimate: \$0

STRATEGIC GOAL #5 – SERVICE OPPORTUNITIES

OBJECTIVE 5A

Explore and propose regionalization of services to assist municipal leaders who are faced with stagnant or declining sources of revenue while strengthening the level of service provided to the community in areas of on-duty staffing, response, training, investigation, specialty services, administration, and supervision.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Form an exploratory committee between the City and neighboring municipalities.
2. Develop a service delivery model aimed at ultimate effectiveness with a potential course of action to provide services around the clock to areas not currently covered with a fulltime fire service.

Timeframe: 3–5 Years

Assigned to: City Administration

Funding Estimate: Unknown

OBJECTIVE 5B

Employ a contract of services to aid neighboring municipalities which lack guaranteed staffing and emergency response.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Explore opportunities to support neighboring municipalities with guaranteed services.
2. Establish an “a la carte” menu of services that can be made available to support neighboring municipalities.

Timeframe: Unknown

Assigned to: City Administration

Funding Estimate: Unknown

OBJECTIVE 5C

Partner with neighboring municipalities to develop a plan for pooling resources and services to best serve the needs of the community.

Mayor's Strategic Priority: Sound Government

Action Steps:

1. Establish intergovernmental agreements for apparatus and equipment sharing.
2. Inventory assets to evaluate duplication of apparatus and equipment.
3. Merge individual organizations apparatus life-cycle plans to a unified regional plan.

Timeframe: Long Range Planning

Assigned to: City Administration

Funding Estimate: Unknown

IMPLEMENTATION

IMPLEMENTATION PROCESS

To hold members of the Fire Bureau accountable to deliver on the strategic plan, the Fire Chief will appoint Fire Bureau members to oversee its implementation. Key performance indicators and timelines will be established to monitor the advancement of strategies and action steps. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to demonstrate the kind of accountability our partners and the public expect from the Lancaster City Bureau of Fire.

NEXT STEPS

All of our programs require resources and consideration of the goal areas will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, the Lancaster City Bureau of Fire will take the following specific actions to implement this plan.

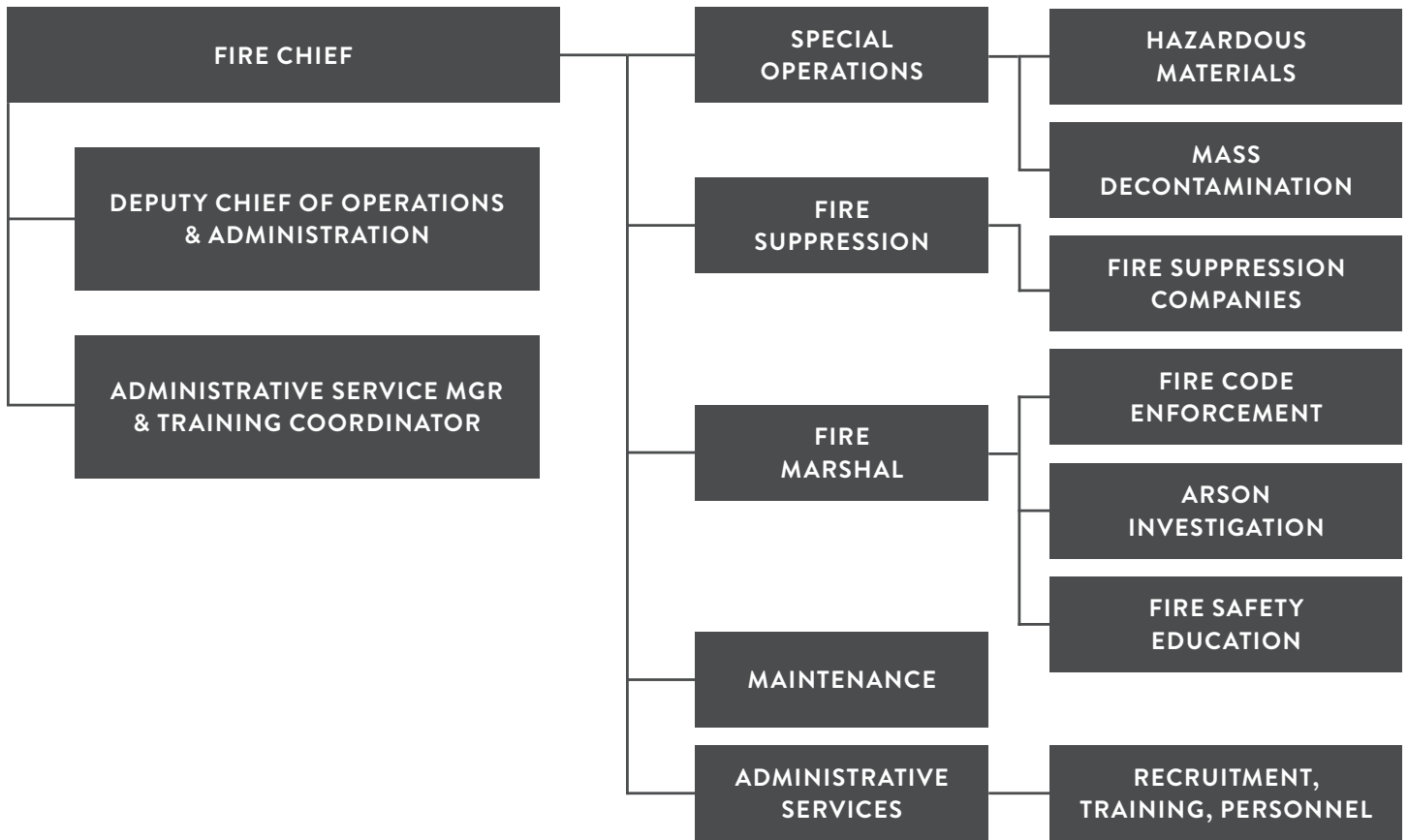
1. The Fire Chief will assign an overall program manager whose responsibility is to ensure accountability in monitoring the plan and implementation.
2. The Fire Chief will assign each of the five goal areas in the plan to a specific Command Staff member. The Command Staff member will be responsible for creating a smaller working group. The member will also serve as a project manager to help coordinate, monitor, and move the goal area forward. Each working group will have at least four core group members. The Command Staff member will regularly report back to the program manager on progress.
3. Command Staff meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of leadership to help resolve those problems.
4. Leadership will clearly show a commitment to the plan's implementation.
5. LCBF employees will receive informational updates about the progress of the plan, and how it relates to operational adjustments and decisions.
6. The strategic plan working group will meet as needed. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.
7. Along with ongoing review, the plan will start to be formally updated in 2025.

2020 COMMAND STAFF

Christopher DeLong, Captain
Dustin Dommel, Captain
Jason Greer, Battalion Chief
Todd Hutchinson, Battalion Chief
Frederick Lenhart, Battalion Chief
Scott Little, Fire Chief

David Longenecker, Captain
David Martin, Captain
William Nonnemacher, Captain
Valerie Paige, Administrative Services Manager
Kevin Ressler, Captain

ORGANIZATIONAL CHART



Below: An early look at members of Truck A, including Chief Johnson (tenure from 1914-1922), outside of Fire Station 3. The ladder truck was lead by horses Harry, Joe, and Charley.



CONTACT US

IN CASE OF EMERGENCY – CALL 911

Administrative Office – (717) 291-4869

CONNECT WITH THE LANCASTER CITY BUREAU OF FIRE

[Facebook.com/LancasterCityFire](https://www.facebook.com/LancasterCityFire) • [Instagram.com/LancasterCity_Fire](https://www.instagram.com/LancasterCity_Fire)

LANCASTER CITY BUREAU OF FIRE
120 North Duke Street • P.O. Box 1599
Lancaster, PA 17608

