

LYTLE VOLUNTEER FIRE DEPARTMENT



Strategic Plan

2011 – 2015

Introduction

The Members of Lytle Volunteer Fire Department are pleased to present the 2011-2015 Fire Department Strategic Plan to the City of Lytle, Bexar Co. ESD #5, Medina Co. ESD #5 and Atascosa Co. Commissioners Court.

An important aspect of this process includes anticipating the future in terms of building a flexible organization. Our organization must respond to change, solve problems and collaborate on issues, assess community needs and resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers-the citizens of Lytle and other areas served by Lytle Volunteer Fire Department.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department's most important services, programs, and issues. Since its creation fifty five years ago, Lytle Volunteer Fire Department has been committed to protecting lives and property in this great community. This Strategic Plan clearly defines what the department expects to accomplish in the next four years. The goals and objectives derived from the action items detailed here form a foundation upon which to build the future of the department. Some initiatives already are underway, others will begin at a later date, and still others wait for funding.

A commitment to strategic planning ensures that the Lytle Volunteer Fire Department will continue to provide the Citizens of Lytle and other areas it serves with the highest level of service.

Fire Chief Matthew Dear

CORE FUNCTIONS

We believe the quality of life in the Counties of Atascosa, Bexar, Medina and City of Lytle depends on a partnership between the citizens, business community, elected officials, city/county employees and volunteers. We, as volunteers, are committed to the following:

1. **Emergency Medical Services** - Deliver professional life-saving emergency medical first response.
2. **Fire Suppression** - Deliver state-of-the-art fire equipment and professional services through quality training and pre-fire planning.
3. **Technical Rescue** - Increase the survivability of customers through advanced technical rescue capabilities, enhanced by Lytle Volunteer Fire Department's commitment to training.
4. **Fire Prevention** - Improve the "Quality of Life" through fire prevention and education.
5. **Emergency Management** - Provide for the safety and security of our customers from natural and man-made disasters through planning and strategic objectives, working with local, state, and federal agencies.
6. **Fire Administration** - Provide leadership and visionary direction for Lytle Volunteer Fire Department.

ASSUMPTIONS FOR PLANNING

Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance our current position within the communities we service.

Lytle is a city of 4 square miles with a current population of approximately 2,383 (2000 census). We also service Bexar County Emergency Service District #5, Medina County Emergency Service District #5 and the northwest portion of Atascosa County with a population of approximately 100,000 (Lytle Chamber of Commerce).

Customer Service is the hallmark of Lytle Volunteer Fire Department. Demands on the Department will continue to increase as the communities grow. These demands will impact training, development, maintenance, equipment, supplies, and time management needs.

The demand for emergency medical services will increase with the continued growth of the communities.

The increased use of smoke detectors and automatic sprinkler systems will result in earlier detection, notification and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and lowered structural fire loss.

The Fire Department's positive relationship 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 our customers and utilize all available area resources.

PERSONNEL REQUIREMENTS

GOAL: *To professionally staff the Department at a level which will insure the delivery of services to our customers in an effective, efficient and safe manner.*

Lytle Volunteer Fire Department is comprised of an outstanding group of individuals with experience in the fire service field ranging from just a few months to over 15 years. It is important that an adequate number of staff be in place to support the efforts of the department. It is critical that the department strive to keep the volunteer firefighters that make-up the organization and utilize all volunteers to properly address the numerous administrative needs and functions of the organization.

Current Fire Department Staffing (as of October, 2010)

1 Fire Chief
1 Asst. Fire Chief
1 Captain
2 Lieutenants
22 Firefighters

27 Total Firefighters

Current Fire Department Certifications (as of October, 2010)

- TCFP
- SFFMA-Advanced, Basic & Introductory
- EMT-Paramedic, Intermediate, Basic & ECA
- Haz-Mat-Technician, Operations & Awareness
- WMD-Awareness
- High Angle Rescue
- Vertical Rescue I & II
- Confined Space Rescue
- NIMS
- Agriculture Rescue
- Swiftwater Rescue
- Fire Instructors

FIRE SUPPRESSION PERSONNEL ACQUISITION SCHEDULE

FY 2011-2015 ACTION PLAN OBJECTIVES

- Evaluate growth, call volume, response times, and community needs to determine future growth in fire department
- Consider day time staffing needs
- Paid Personnel (Dependent of Area Growth)

FY 2011-2012

- Continue to evaluate growth, call volume, response times, and community needs to determine future growth in fire department

FY 2012-2013

- Continue to evaluate growth, call volume, response times, and community needs to determine future growth in fire department

FY 2013-2014

- Continue to evaluate growth, call volume, response times, and community needs to determine future growth in fire department

FY 2014-2015

- Continue to evaluate growth, call volume, response times, and community needs to determine future growth in fire department

MEDICAL SERVICES

GOAL: *To save lives, reduce suffering and speed recovery from injury and illness by delivering basic and advanced life support services throughout the community.*

The delivery of emergency medical services to the customers of Lytle plays a major role in the operation of Lytle Volunteer Fire Department. Currently approximately 60% of our emergency response activity is emergency medical in nature.

Issues for increasing the capabilities of the First Responder program include:

- Continually evaluating the appropriate level of emergency medical service provided to our customers.
- Examining alternative methods of providing medical continuing education and training to department personnel and customer groups.

MEDICAL SERVICES ACQUISITION SCHEDULE

2011 - 2015 ACTION PLAN OBJECTIVES

- Provide CPR Training for Community
- Provide First Aid Training for Community
- Provide Higher Level of Care for customers

FY 2011 - 2012

- Certify Personnel as CPR Instructors

FY 2012 - 2013

- CPR mannequins
- Certify Personnel as EMS Instructors
- Replace 1 AED

FY 2013 - 2014

- Replacement of medical bags on apparatus
- Purchase intubation mannequin

FY 2014 - 2015

- Replace 1 Heart Monitor

HEALTH & SAFETY

GOAL: *To protect the health and safety of Department members through effective training, education, programs and management. Development of policies and procedures that prevent injuries, illness and maximize health.*

Health and safety are of primary concern to all department members. These concerns are affected by many factors including: training, equipment, facilities, operating procedures, medical supervision, environment, lifestyle and nutrition, as well as attitude and awareness.

Health will be addressed and maintained through:

- Medical evaluations for department personnel as required
- Facilities built/remodeled with emphasis on employee health, safety, and comfort
- Emphasis on physical fitness, health, wellness and safety
- Providing appropriate inoculations and communicable disease screenings, including TB and hepatitis

Safety will be addressed and maintained through:

- Incident analysis of emergency operations
- Provision of appropriate safety equipment and apparatus
- Emergency Vehicle Operator training for personnel
- Conduct Post Accident Analysis for accidents and incidents
- Infectious disease exposure training, tracking, prevention, post exposure treatment, and provision of appropriate equipment and supplies
- Strong emphasis on "2-In-2-Out" and Accountability

2011 - 2015 ACTION PLAN OBJECTIVES

- Continue personal protective equipment inspections, cleaning, and maintenance
- Provide continuing education on wellness and fitness topics
- Continuous review of Standard Operating Guidelines

HEALTH & SAFETY ACQUISITION SCHEDULE

FY 2011 - 2012

- Providing appropriate inoculations and communicable disease screenings, including TB and hepatitis

FY 2012 - 2013

- Providing appropriate inoculations and communicable disease screenings, including TB and hepatitis

FY 2013 - 2014

- Providing appropriate inoculations and communicable disease screenings, including TB and hepatitis
- Provide Physicals for New Applicants

FY 2014 - 2015

- Providing appropriate inoculations and communicable disease screenings, including TB and hepatitis
- Provide Physicals for New Applicants

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, emergency service delivery, customer service, emergency incident management safety, fire prevention and public safety education.*

Training is a critical function for any modern fire service agency. As our work becomes more complex and diversified, the knowledge required, government regulations, and professional standards lead to increases in overall training needs for the Department. Documentation and records management are essential elements of that process.

Key programs and opportunities that will be developed and/or continued are:

- Engine /Truck Company (fire ground support) Operations
- Aerial Operations (Quint)
- Customer Service Training
- Driver/Operator Training
- Incident Safety Officer Training (all officers)
- Officer Training
- National Fire Academy attendance
- Medical continuing education and re-certification
- Probationary firefighter training
- Computer training
- Hazardous Materials Level Training
- External training opportunities
- Involvement of company officers in training development
- Technical Rescue Training
- National Incident Management System Training (NIMS)
- Emergency Vehicle Operator Training

Items necessary for increasing the capabilities of the training program include:

- Continuously updating the fire department library
- Construction of the fire department training team
- Focus training on High Risk - Low Frequency events

2011 - 2015 ACTION PLAN OBJECTIVES

- Assist personnel with enrollment for courses at the National Fire Academy
- Engineer/Driver Development Training (ISO credit)
- Officer Development Training (ISO credit)
- Quality Company Training

TRAINING ACQUISITION SCHEDULE

FY 2011 - 2012

- Purchase training material and equipment
- Technical Rescue Training for all members
- Driver/Engineer Training for all members

FY 2012 - 2013

- Purchase training material and equipment
- Technical Rescue Training for all members
- Driver/Engineer Training for all members

FY 2013 - 2014

- Purchase training material and equipment
- Technical Rescue Training for all members
- Driver/Engineer Training for all members

FY 2014 - 2015

- Purchase training material and equipment
- Technical Rescue Training for all members
- Driver/Engineer Training for all members

FIRE APPARATUS / VEHICLES

GOAL: To purchase fire/EMS apparatus and staff vehicles that provide reliable and effective service delivery with high regard for employee safety and comfort and represent the Department in a manner that supports a positive public image.

Due to the dynamic operational environment we work in, our equipment needs are continually evolving. Adoption of this concept will address several important issues within the organization. This unit will be utilized for the department's responses during severe weather events and mutual aid requests (local, regional and State).

A modern and reliable fire and emergency response fleet is crucial to the effective delivery of emergency services when responding to fire, emergency medical, hazardous materials, and all other types of emergencies.

Front line fire apparatus will be evaluated for replacement each year with a target of 10 years service (NFPA 1901).

Currently Lytle Volunteer Fire Department is operating both traditional Engine/Pumpers and Quint (Engine/Ladder company concept). The front line fleet consists of 2-Engine/Pumper, 1-Quint, and 1-Tanker. We currently have 4-Brush Trucks designed for off-road fire fighting such as grass and wildland fire attacks and 1-Small Rescue Truck (owned by Bexar Co. ESD #5) designed for EMS response and Command.

CURRENT FIRE DEPARTMENT FLEET

Station #1

- Brush Truck 4 - 2009 Ford F-550
- Engine 2 - 2008 E-One International
- Rescue 1 - 2007 Ford F-550 (owned by Bexar Co. ESD #5)
- Brush Truck 3 - 1996 Chevy 3500HD
- Quint 1 - 1982 Simon-Duplex 75' Aerial
- Brush Truck 1 - 1970 AM General 6X6

Station #2

- Engine 1 - 1995 E-One International (unit is being replaced)
- Tanker 1 - 1985 International (unit is being replaced)
- Brush Truck 2 - 1972 AM General 6X6
- Engine 1 - 1994 Simon Duplex Pumper/Tanker (replacing above units)
 - Engine 1 will be acquired in November 2010

FIRE DEPARTMENT APPARATUS ACQUISITION SCHEDULE

FY 2011-2012

- No Request

FY 2012-2013

- Purchase Special Operations Vehicle with Equipment

FY 2013-2014

- Purchase of new First Response/Command Vehicle \$50,000

FY 2013-2014

- Replace Brush Truck 3 and equipment \$100,000

FY 2014-2015

- Upgrade Quint with Platform Apparatus \$1,000,000

The Lytle Volunteer Fire Department will attempt to secure as much Grant funding as possible for future Fire Department Apparatus.

EQUIPMENT

GOAL: To provide a well-maintained inventory of major equipment, this is critical to the safe delivery of effective and efficient emergency services.

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 following equipment is included in this schedule:

SCBA's, Thermal Imaging Cameras, Fire Hose, Ventilation fans, Ventilation Saws, Rescue Tools.

EQUIPMENT ACQUISITION SCHEDULE

FY 2011-2012

- Replace 5 sets of Bunker Gear
- Replace 8 Sections of 1 3/4" Hose
- Replace 4 Sections of 2 1/2" Hose
- Purchase 10 Sections of 5" Hose

FY 2012-2013

- Replace 1 Ventilation Fan
- Replace 2 Nozzles
- Replace 5 Sets of Bunker Gear
- Replace 8 Sections of 1 3/4" Hose
- Replace 4 Sections of 2 1/2" Hose

FY 2013-2014

- Replace 2 Nozzles
- Replace 5 Sets of Bunker Gear
- Replace 8 Sections of 1 3/4" Hose
- Replace 4 Sections of 2 1/2" Hose
- Purchase Thermal Imaging Camera

FY 2014-2015

- Replace 2 Nozzles
- Replace 5 Sets of Bunker Gear
- Replace 8 Sections of 1 3/4" Hose
- Replace 4 Sections of 2 1/2" Hose

FACILITIES

GOAL: *To construct and maintain fire facilities in a cost-effective manner with maximum consideration for service delivery, energy conservation, and the health safety and comfort of our members.*

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the Department. The number and location of fire stations plays a significant role in determining emergency response time and consequently, the quality of our City's fire and emergency medical services.

Fire Station #1:

- 4,471 square feet total
 - 821 square feet of Office/Kitchen space
 - 821 square feet of Living Area (built above Office space)
 - 3,650 square feet of Apparatus Bay

Fire Station #2:

- 1,920 square feet

FACILITIES ACQUISITION SCHEDULE

FY 2011-2015 ACTION PLAN OBJECTIVES

- Construct New Main Fire Station

FY 2011-2012

- Continue to evaluate fire department facility needs

FY 2012-2013

- Continue to evaluate fire department facility needs

FY 2013-2014

- Seek funding for development, design and construction of Multi Functional Facility - Fire Station / Fire Training / Fire Education / Prevention Center
- Continue to evaluate fire department facility needs

FY 2014-2015

- Continue to evaluate fire department facility needs