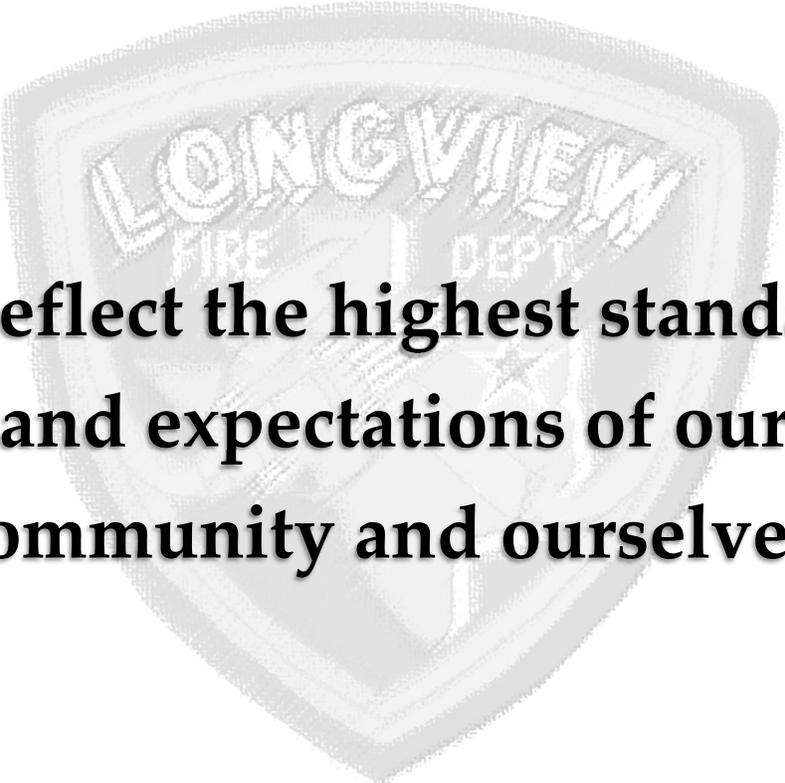


# Strategic Planning Summary



# *Mission Statement*



**To reflect the highest standards  
and expectations of our  
community and ourselves.**



# Strategic Plan Summary

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**LONGVIEW**  
FIRE DEPARTMENT

## *Who We Are!*

Longview Fire Department provides an array of services to the citizens of Longview. Currently, LFD consists of 171 full-time authorized positions, 162 of which are uniformed personnel. To accommodate the department's Apprenticeship Program, LFD also maintains 6 approved "Overhire" positions for the purpose of reducing overtime costs as well as sustaining adequate staffing for operational needs. The addition of these 6 positions accounts for the department's 177 actual personnel; 168 uniformed, 9 civilian. We operate out of 8 fire stations strategically located throughout Longview, as well as a designated Fire Training Center. LFD has 3 rotating shifts - A, B, C; therefore, all shift personnel work a 24 hour on-duty, 48 hours off-duty schedule. The number of employees assigned to each station varies with the size of the station and the apparatus located there. Current annual call volume is approximately 16,000 emergency service calls.

### *Who is on the Front-Line?*

Front-Line apparatus/units currently include: 7 Engine Companies, 3 Truck Companies, 4 MICU Ambulances, 2 Battalion Chiefs, 1 Shift Training Officer, and 1 Fire Prevention Officer. LFD utilizes a fully functional Hazardous Materials Team, Special Operations Team, Water Rescue Team, and High Angle Rope & Rescue Team when necessary. Each of the aforementioned teams is considered to be a "**regionally recognized asset**" and provide emergency and non-emergency response primarily within the 14-county area of East Texas consistent with the East Texas Council of Governments (ETCOG) region.

### *Emergency Medical Services (EMS)*

Longview Fire Department provides Emergency Medical Services to all citizens within Longview city limits – as well as certain areas in Northern Gregg County as outlined in an existing Interlocal Agreement. Approximately 14,000 calls, or 85% of our call volume, are directly related to EMS. Service fees for EMS generates approximately \$3 million dollars in City of Longview annual revenue. From the perspective of "pre-hospital care," the department maintains 4 front-line (with a 5<sup>th</sup> beginning April 2014), MICU (Mobile Intensive Care Unit) ambulances that respond to the daily emergency

medical needs of citizens. Since 2009, the Longview Fire Department has offered an EMS Subscription Program to Longview residents in an attempt to help offset the rising cost of out-of-pocket medical expenses. With the typical cost associated with EMS transports averaging \$800 - \$1000 per response, the program limits any out-of-pocket EMS expenses to \$70/year. For the Longview resident, that \$70 annual fee is the maximum out-of-pocket expense for EMS transport to either of Longview's two hospitals. The single fee covers those - who are eligible - living in the subscribed household. Enrollment and renewal periods for the EMS Subscription Program run from October 1<sup>st</sup> – December 31<sup>st</sup> annually for the subsequent year.



## *Emergency Operations Center (EOC)*

Longview Fire Department also provides statewide assistance in the event of any impending natural or manmade disaster as declared by the Texas Department of Emergency Management or the Federal Emergency Management Agency. As a regional asset of the State EOC in Austin, Longview Fire Department is committed to a jointly operated Emergency Management Operations Center. Through a long-standing and successful collaboration with Gregg County officials, this partnership plays a critical role in the management of declared disasters impacting the local, regional, and state levels.

## *Fire Department Training Center*

Since the early-1950's, Longview Fire Department has recognized the need for maintaining an adequately trained force of emergency responders who are prepared to address a myriad of complicated and complex life-threatening situations. The first-step in designing a facility for this type of on-going training was the construction of the department's Drill Field in 1954 in the Stamper Park neighborhood of South Central Longview. This facility is still in use today. The original facility consisted of a 4-story drill tower with a built-in drafting pit to accommodate annual fire pump testing requirements. In the mid-1990's, a single-story, residential-style structure was added for use during live-fire training evolutions. Various props including storage tanks/vessels, pitched roofs, LPG appliances, and a full-scale 4-car train derailment with fire and liquid/vapor leak capabilities round out the cache of training equipment at the drill field. In the early-2000's, the department acquired the original Stamper Pool building and converted it into a Confidence Course for training employees on certain firefighter rescue and victim search scenarios.

In 2012, LFD formally attained the vacated Armory building located at 411 American Legion Boulevard (after leasing it for many years). This building became the home of the department's Training Section. The facility provides classrooms for fire and emergency medical continuing education training with four separate classroom areas, as well as a large open area for accommodating up to 300 people. This facility additionally serves as an alternate Emergency Operations Center for use during large-scale disasters affecting the community.

### *Fire Marshal's Office & Fire Prevention Services*

The area of fire safety education is also critical within the scope of Longview Fire Department. We currently undertake the important task of reaching into our community to better inform and educate the public on the principals of **fire safety and preparedness**. A vital component to this duty is the operation of Safety City. Through this venue, and in conjunction with Safety City Inc., a local non-profit group, the Fire and Police Departments interact with approximately 4,000-5,000 school-aged children each year. Here, children are educated about the importance of residential fire safety, usage of the 911 system, along with general operations of the Fire Department. The department is currently engaged in a major fund-raising effort to enhance and improve the capabilities of this valuable resource. In addition to Safety City, the department offers a variety of other educational programs – such as local school LIVE puppet shows hosted by Patches the Pumper Robot, an Annual LFD Block Party, fire truck demos, a Juvenile Firesetter Program, File of Life Program, and educational classes at local senior citizen living establishments. LFD also aggressively participates in a smoke detector installation and battery change program to aid residents in need of assistance with personalized fire safety.

Coupled with fire education, the Fire Marshal's Office also maintains the responsibility of providing direction, coordination, and enforcement of fire and safety code compliance throughout the City of Longview. All citywide buildings are inspected annually to ensure the safety of the citizens of Longview within these establishments. The Fire Marshal's office also conducts investigations of suspected arson incidents and oversees the department's internal affairs.

### *Fire Department Chaplaincy*

In 2010, the Longview Fire Department re-implemented a Fire Department Chaplaincy Program as a support mechanism for personnel of the department who often deal with

extremely stressful situations - both physically & mentally - that can take a toll on an emergency responder's health. While all City employees are encouraged and eligible to utilize the Employee Assistance Program sponsored by the Human Resource Department, the Fire Chaplaincy is tailored to address needs specific to the Firefighting/EMS profession. It is currently coordinated by a former firefighter with 30+ years of emergency response experience. The Fire Chaplaincy consists of 4 members, all from the local Clergy community, who volunteer their time in support of our personnel and the job that they do.

### *Teamwork!*

LFD is actively engaged with the aspects of teamwork with other City departments. The Fire Department currently has 6 Firefighters trained as SWAT-Medics that respond as needed with the Longview Police Department to provide medical care in potentially hostile criminal environments. We also employ the position of a civilian Fire Inspector who works closely with the City's Developmental Services Department to address issues of life safety and code enforcement to keep our community protected.

### *Other Community Involvement*

The Longview Fire Department believes in and realizes the importance of being involved in the community. For reasons of both, educating the residents of Longview in subjects relative to the many capabilities of the department *and* partnering with other departments/agencies to make our community better, the Fire Department is routinely involved at many different levels with outreach programs such as: ① CERT (Community Emergency Response Team), ② LFD Fire Explorers, ③ the LFD Recruiting Team, and ④ the LFD Apprentice Program.

**CERT:** Since 2009, the department has sponsored a civilian-based Community Emergency Response Team. The team is comprised of interested residents who desire to become involved with emergency response, and who wish to offer assistance when dealing with disastrous situations in effort to return stability back to our community. Members of this 20-person team receive specialized training in disaster preparedness, fire safety, medical triage & disaster medical operations, search & rescue, and terrorism preparedness & response. As the Fire Department is responsible for the Emergency Operations of the City, the CERT team stands ready as a prepared group to assist in times of resource limitations and response overload.

**LFD Fire Explorers:** Also beginning in 2009, the Longview Fire Department began sponsoring a Fire Explorer Post (#343) for the purpose of exposing student-aged, young adults to the many rewards of a future profession in the field of emergency response. These students directly participate with the department and gain a certain knowledge-base about fire safety, life/leadership skills, fire service culture/values, the importance of community service, and most importantly, the program provides an alternative to negative youth activities and destructive behaviors. Each explorer class typically consists of 6-10 members with an accepted age range of 14-21.

**LFD Recruiting Team:** Since the early-2000's, Longview Fire Department has recognized the need to target student-aged individuals for the purpose of marketing the emergency response profession as a viable career option. The department sends members of its Recruiting Team to events such as job fairs, health fairs, paramedic schools, and fire academies while partnering with agencies like human resources, the Employment Commission, and educational institutions to introduce and intrigue candidates about the career opportunities of the Longview Fire Department.

**LFD Apprenticeship Program:** In 2010, Longview Fire Department implemented an Apprenticeship Program for the purpose of providing career opportunities for individuals unable to acquire the necessary certifications for employment due to financial and/or time constraints. The program, approved by the U.S. Department of Labor, is designed to allow the department to hire both, untrained or partially trained personnel, establish a partnership with them to assist in attaining their required credentialing, while concurrently allowing them to gain on-the-job-experience. This partnership empowers the department and the apprentice to share in the challenging process of reaching the required minimums for employment. These requirements include: ① Basic Firefighter Certification with the Texas Commission on Fire Protection (12-weeks), ② Emergency Medical Technician - Basic Certification with the Texas Department of State Health Services (8-weeks), and eventually progressing to ③ Emergency Medical Technician - Paramedic Certification with DSHS/National Registry (78-weeks). The ultimate goal of the Apprenticeship Program is to provide a viable option for improving the department's overall diversity within the ranks. Currently, the Longview Fire Department's Apprenticeship Program is one of 22 such programs operating in the U.S. and is the **only one operating in Texas**. The most recent Apprentice Class has succeeded in adding two minority members to the department who are now serving as LFD Firefighter/Paramedics.

# Governing Agencies



The Longview Fire Department, due to its many diverse responsibilities of function, must work within the authority and under the oversight of many different credentialing agencies. Those agencies include: ① Texas Commission on Fire Protection, ② Texas Department of State Health Services, ③ Texas Department of Public Safety, ④ Texas Division of Emergency Management, ⑤ Texas Commission on Law Enforcement Officer Standards and Education, ⑥ State Fire Marshal's Office, ⑦ Drug Enforcement Agency, ⑧ Insurance Services Office, and ⑨ the National Fire Protection Agency. This section will briefly describe the importance of not only maintaining but, when possible, working to improve upon these stakeholder relationships.

## Texas Commission on Fire Protection (TCFP)



The Texas Commission on Fire Protection is the state agency charged with the oversight and enforcement responsibilities for all paid, career fire departments operating in the State. The Commission has established procedures/guidelines for fire departments to adhere-to for criteria such as firefighter certification and credentialing, firefighter safety, firefighter continuing education, firefighter standard operating procedures, firefighter injury reporting, and fire equipment testing and data collection. The department must annually renew the certification credentials of all 168 uniformed personnel with the Commission. LFD is also subject to periodic on-site inspections by a TCFP Field Compliance Officer to ensure the department is maintaining the required levels of procedures set forth by the Commission and established in the State of Texas Administrative Code.

## Texas Department of State Health Services (DSHS)



The Texas Department of State Health Services is the state agency charged with the oversight and enforcement responsibilities governing all emergency medical service providers operating in the State and delivering pre-hospital medical care. The DSHS has established procedures/guidelines for EMS providers to adhere-to for various

criteria such as Emergency Medical Technician (Basic, Intermediate, Paramedic) Certification and continuing education, licensing for EMS service delivery levels (Basic Life Support, Advanced Life Support, Mobile Intensive Care Unit), EMS service delivery protocols, EMS service delivery equipment standards, and EMS Subscription Program requirements. Longview Fire Department must periodically renew its EMS Service Provider's License, and also ensure continuing education requirements are met and certifications current for all 168 uniformed members of the department. These renewals are required to operate an EMS Service within the State. The requirement for the department to operate under the local authority of a Medical Director, Dr. Greg Harrington, GSMC ER, is also mandated by this agency. All of the stated requirements are also set forth in the State of Texas Administrative Code.

## **Texas Department of Public Safety (DPS)**



The Texas Department of Public Safety is the state agency charged with the oversight and enforcement responsibilities for all emergency medical service providers operating in the State who utilize certain narcotic, controlled substances in the course of their service delivery. The department currently, by protocol and under the authority of the Medical Director, administers four (4) regulated drugs that require licensing (Ativan, Fentanyl, Morphine, and Versed) as a MICU-level of service. These requirements are also set forth in the State of Texas Administrative Code.

## **Texas Division of Emergency Management (TDEM)**



The Texas Division of Emergency Management is the agency branch of the Texas Department of Public Safety charged with the oversight responsibility for emergency management activities statewide. All emergency management activities occurring in the City of Longview/Gregg County are coordinated through the DPS Disaster District Chairman (DDC), who is the local DPS Captain assigned to the Northeast Texas Region (based in Tyler).

## **Texas Commission on Law Enforcement Officer Standards & Education (TCLEOSE)**



The Texas Commission on Law Enforcement Officer Standards and Education is the state agency charged with the oversight and enforcement responsibilities for all Licensed Peace Officers working in the State. While this agency has a much larger oversight with our Longview Police Department counterparts, the Fire Department also maintains a staff of Licensed Peace Officers for activities such as Arson Investigation and SWAT Medics. These department employees are required to meet the same standards as LPD Police Officers for areas such as certification and credentialing, continuing education, and firearms qualification. The department currently has approximately 10-15 personnel (primarily assigned within the Fire Marshal's Office) that must adhere to the standards set forth by TCLEOSE. These requirements are also established in the State of Texas Administrative Code.

## **State Fire Marshal's Office (SFMO)**



The State of Texas Fire Marshal's Office is the state agency charged with the oversight of all fire incident-reporting requirements. The National Fire Incident Reporting System (NFIRS) is the national database that the Fire Department utilizes for the purpose of capturing critical fire and emergency response data for dissemination into the State's database. This locally collected data is meshed with the same data from fire departments across the state and nation for the purpose of identifying trends in fire origin and cause, fire-related death and injury, response typing, and the financial impact of fire loss. The department reports on a monthly basis to the SFMO.

## **Drug Enforcement Agency (DEA)**



The Drug Enforcement Agency is the Federal agency charged with the oversight of all medications classified as controlled substances. While the department, as previously identified, must adhere to the Texas DPS for this function at the State-level, there is a similar responsibility at the Federal-level that must also be maintained.

## **Insurance Service Office (ISO)**



The Insurance Service Office is a nationally recognized authority for categorizing fire departments based upon their capabilities of providing fire protection for their communities. The ISO grading schedule replaced the Key Rate system in Texas in the late 1980's as the preferred method for calculating a community's property insurance rates, hence the lower the ISO grade of a fire department, the lower the property insurance rates for the community. The ISO grades fire departments based upon a scale that ranges from a Class-1 to a Class-10 grading. A Class-10 would refer to a community that has no established fire protection for its residents and property. A Class-1 would refer to the fire department in a community that has met all of the minimum requirements, as defined, to operate effectively as a fire department in providing public fire protection. This grading schedule is based upon the following three areas: ① 50% of the grade is for the actual fire department and factors areas such as staffing, stations, apparatus, equipment, training, etc., ② 40% of the grade is based on the community's water delivery system and factors items such as needed fire flows, water storage capabilities, fire hydrant distribution, etc., ③ 10% of the grade is based on the community's communications capabilities and factors things such as 911 service, radio communications, redundancy systems for both, etc. The Longview Fire Department gradually evolved from a Class-3 department to a Class-2 department in the mid-2000's and seeks to become a Class-1 fire department in the future.

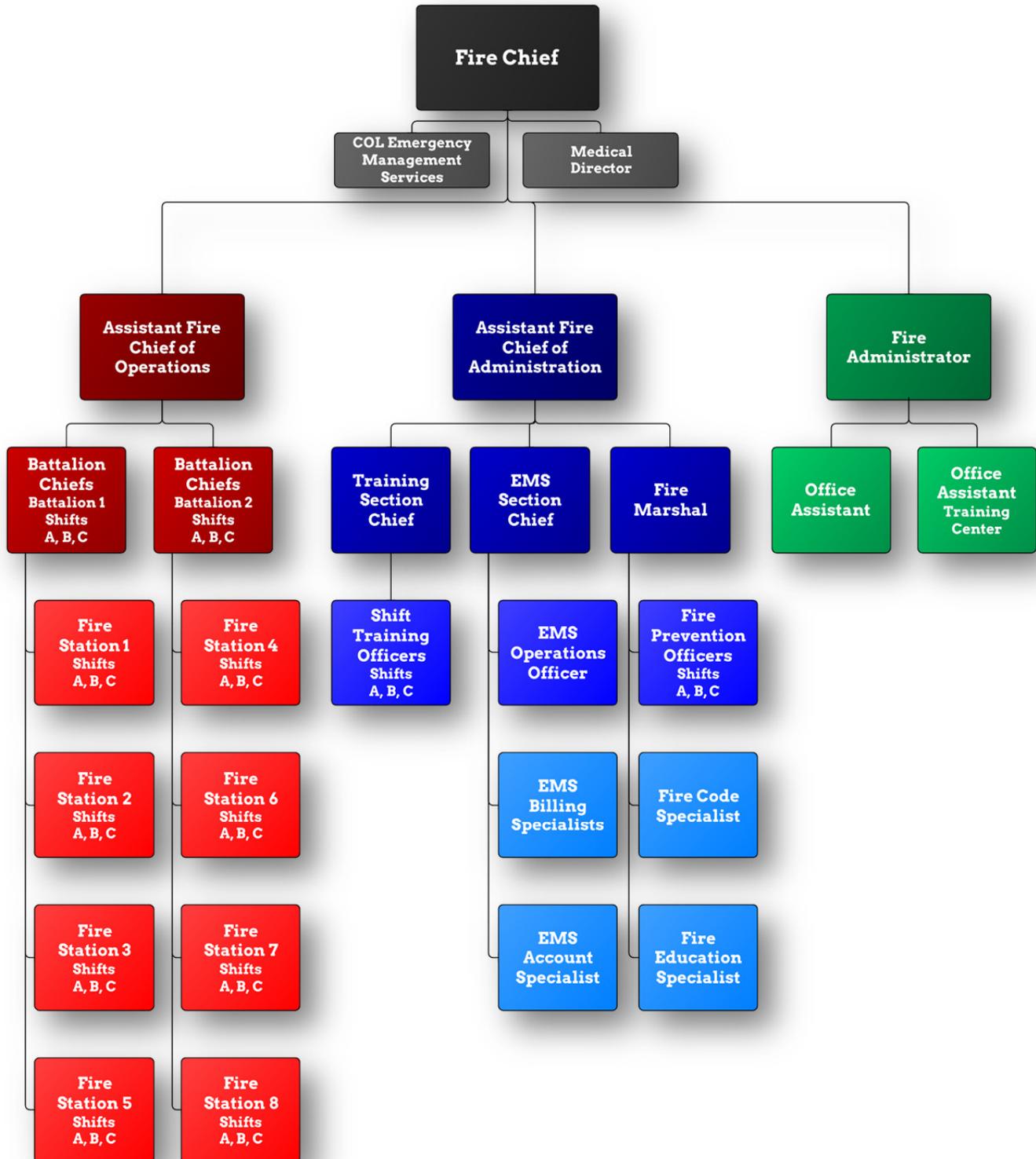
## **National Fire Protection Association (NFPA)**



The National Fire Protection Association stands as a nationally recognized body for establishing guidance criteria for fire departments operating in the United States. The NFPA has criteria ranging from the Life Safety Code, National Electrical Code, and various Building Codes; yet, more specifically impacts fire departments in areas such as Firefighter Safety. These guidelines affect all aspects of a fire department ranging from fire apparatus design, firefighter protective equipment, and firefighter tools and appliances. In the U.S., the NFPA is the standard that fire departments will be measured against to if ever faced with the unfortunate occurrence of firefighter injury or death while functioning in the line-of-duty.



# Organizational Chart Overview



# Fire Administration

Longview Fire Department Administration Offices are located at 100 E Cotton Street. Located here are the Fire Chief, Assistant Fire Chiefs, Fire Administrator, EMS Section Chief, EMS Operations Officer, EMS Billing Services, the Fire Marshal, & Fire Prevention Offices. Administrative Office hours are Monday-Friday, 8AM-5PM & coordinate with City of Longview holiday schedules.

<i>Fiscal Overview</i>	2012	2013	2013	2014
	Actuals	Budget	Actuals	Budget
Personnel	10,953,096	11,457,462	11,234,959	11,847,337
Supplies	929,501	1,069,313	870,522	1,180,670
Maintenance of Land & Structures	51,493	49,030	43,523	34,673
Maintenance of Equipment	418,237	377,568	381,995	478,433
Contractual Services	1,215,546	1,164,545	1,061,798	1,174,531
Payroll Benefits	3,017,466	3,235,499	3,201,857	3,453,677
Capital Outlay	725,349	460,000	584,642	1,087,859
<b>Total</b>	<b>17,310,688</b>	<b>17,813,417</b>	<b>17,379,296</b>	<b>19,257,180</b>

<i>Authorized Staffing</i>	2012	2013	2013	2014
	Actuals	Budget	Actuals	Budget
Fire Chief	1	1	1	1
Assistant Fire chief	2	2	2	2
Fire Battalion Chief	6	6	6	6
Fire Captain	24	24	24	24
Fire Lieutenant	6	6	6	6
EMS Section Chief	1	1	1	1
EMS Operations Officer	1	1	1	1
Training Section Chief	1	1	1	1
Training Officer	3	3	3	3
Fire Driver/Engineer	45	45	45	45
Firefighter/Paramedic	65	65	65	68
Fire Administrator	1	1	1	1
Office Assistant	2	2	2	2
Billing Specialist & Senior	3	3	3	3
EMS Account Clerk	1	1	1	1
Fire Marshal	1	1	1	1
Fire Prevention Officer & Senior	3	3	3	3
Fire Education Specialist	1	1	1	1
Fire Inspector/Code Compliance Officer	1	1	1	1
<b>Full Time Total</b>	<b>168</b>	<b>168</b>	<b>168</b>	<b>171</b>

\*6 aforementioned "Overhires" **NOT** included in full-time total

# Fire Chief – J.P. Steelman



J.P. Steelman began his career with the City of Longview in 1990 with 5 years previous experience in the Fire Service. Hired as a Firefighter/EMT with a strong ambition to advance, he earned his promotion to Driver/Engineer in 1998. In 2000, he promoted to the Training Division as a Training/Safety Officer. Promoting once again to Captain 2003, J.P. transferred from the Training Division back to Operations as a Company Officer. He achieved his promotion to Senior Captain in 2006 and promotion to Battalion Chief in 2007. During the period of May - October 2007, Chief Steelman served as Interim Assistant Chief. From February - September 2010, Chief Steelman led the department as Interim Fire Chief until being appointed by City Manager David Willard as the Fire Chief in October 2010. Throughout his career with Longview Fire Department, Chief Steelman has always maintained a strong will to illustrate his desire to be **actively involved** in all aspects of the Fire Service. Some of the specialized teams he has been involved with include; the Water Rescue/Dive Team, a charter member of the department's Honor Guard, the Haz-Mat/Special Operations Team, the Recruiting Team, the Hiring Board, & various other committees. J.P. has aggressively shared his continued knowledge of the Fire Service by educating fire cadet students of

Kilgore College Fire Academy in an assortment of different classes since 1996.

In addition to his wide array of affiliations, Chief Steelman has also assertively pursued his aspirations of earning a **higher education** and his knowledge base of the American Fire Service. He commenced his educational journey in 1990 and has since achieved an Associates of Applied Science Degree in Fire Protection from Kilgore College, the **Executive Fire Officer (EFO)** designation from the National Fire Academy in Emmitsburg, MD, as well as the **Certified Fire Executive (CFE)** designation from the Texas Fire Chief's Academy sponsored from the Texas Fire Chief's Association in Austin, Texas. Chief Steelman is currently pursuing his personal accreditation as a Chief Fire Officer (CFO) by the Center for Public Safety Excellence in Chantilly, VA. Other professional credentials include: from TCFP; Head of Department, Master Firefighter, Master Inspector, Master Instructor - Level III, Fire Officer II, Hazardous Materials Technician, Incident Safety Officer, and Basic Wildland Firefighter. In February 2014, Chief Steelman is scheduled to receive his TCFP Certification for Fire Officer III and IV. Chief Steelman is a Licensed Paramedic with the Texas Department of State Health Services. Since 2007, Steelman has served on the **Firefighter Advisory Committee** for the Texas Commission on Fire Protection in Austin and currently holds the position of Secretary for that committee. Locally, Chief Steelman is an active member of the Longview-Greggton Rotary Club and will be installed as the club's President-Elect in June 2014. Other community activities include serving as President for the Board of Directors for SeeSaw Children's Place, board member for the Kilgore College Fire Academy, and he is a member of Longview's Unity and Diversity Committee. Chief Steelman is a 32-degree Master Mason with Bethesda Masonic Lodge #142 in Gilmer and is a Scottish-Rite Mason out of the Valley of Waco. J.P., his wife Becky, and their four children attend Alpine Church of Christ in Longview.



## **Assistant Fire Chief of Operations**

### **David Bates**

Chief Bates began his career as a Firefighter in 1991. He later promoted to Fire Driver in 1997, Station Officer in 2000, and Battalion Chief in 2007. He most recently promoted to Assistant Fire Chief of Operations in November, 2010. Bates' training and service include working with the Hazardous Materials team, Air Pack Maintenance team, Hiring Board, and strategic planning participation. Chief Bates holds an Associate degree in Fire Protection, a Master Firefighter Certification, and has numerous certificates from the National Fire Academy and the Texas Commission on Fire Protection.



## **Assistant Fire Chief of Administration**

### **Curtis Shaw**

Chief Shaw began his career with Longview Fire Department in 1989. He promoted to Driver in 1997, Captain in 2002, Battalion Chief over Training in 2007, and Assistant Fire Chief of Administration May, 2011. Shaw is a Master Firefighter, Instructor III, and Hazardous Materials Technician with TCFP. He is a Licensed Paramedic and certified as an EMS Instructor with DSHS. Shaw has been active in various committees and specialty teams throughout the City, such as the SCBA Air Pack Team. He currently oversees the EMS, Training, & Fire Marshal Sections.



## **Fire Administrator**

### **Kristine Green**

Kristine joined the Longview Fire Department Team in 2004 as the Fire Chief's Administrative Secretary. Throughout her tenure, she has promoted to Fire Suppression Technician, Office Manager, and most recently, Fire Administrator. Kristine holds a Bachelor of Business Administration degree through American Public University with a concentration on IT Management. She has completed various certifications directly related to Administrative Operations & oversees the department's Fiscal Operations, HR Responsibilities, IT Administration, Social Media, & Administrative Project Management.

*Fire Admin Team*

**Overseeing Fire Operations & Administration**



## **EMS Section Chief**

### **Hank Hester**

Section Chief Hester joined Longview Fire Department in 1997. He promoted to Driver Engineer in 2000, Captain in 2004, EMS Coordinator in 2004, and Section Chief over EMS in 2007. He is an Intermediate Firefighter with Texas Commission on Fire Protection, a Paramedic, and has been actively involved in various committees and specialty teams throughout the City. Chief Hester oversees all department EMS activities including EMS Billing.



## **Training Section Chief**

### **George Glenn**

Section Chief Glenn began his career as a Firefighter with LFD in 1998. He promoted to Driver Engineer in 2001, and Captain in 2006. He holds a Master Firefighter Certification with TCFP. Chief Glenn has an Associate Degree in Fire Science and is a Licensed Paramedic. He is a Hazardous Material Technician & a member of the Texas All Hazards Incident Management Team. As Chief of Training, Chief Glenn provides oversight and coordination of Fire and EMS training, hiring processes, recruitment initiatives, & LFD Specialty Teams.



## **Fire Marshal**

### **Johnny Zackary**

Section Chief Zackary began his career as a Firefighter with LFD in 1993. Since that time, he has worked as a Driver Engineer, Lieutenant, Captain, & Battalion Chief; he was selected to serve as Interim Fire Marshal in May, 2010, & officially appointed Fire Marshal in November, 2010. Chief Zackary has a degree in Fire Administration, is an alumnus of the National Fire Academy, has received training in hazardous materials and weapons of mass destruction, and is currently a member of the Texas All Hazards Incident Management Team. Chief Zackary oversees Fire Prevention Services, the department's Investigative Duties, & serves as Liaison to the Development Services Department.

*Section Chief Officers*

**Overseeing EMS, Training, & Fire Marshal Divisions**



## **Battalion Chief – Battalion 1, A Shift**

### **Roger Groves**

Battalion Chief Roger Groves began his service with the City of Longview in 1989 as a Firefighter. Groves promoted to Driver in 2000, Captain in 2003, and Battalion Chief in 2010. Chief Groves is a Licensed Paramedic and holds a Master Firefighter and Instructor II certification with TCFP. He holds an Associate Degree in Fire Science from Tyler Junior College. Groves has served on the Special Operations Team, Hiring Board, and as a member of the Honor Guard.



## **Battalion Chief – Battalion 1, B Shift**

### **Russell Marshall**

Battalion Chief Russell Marshall began his career with the Longview Fire Department in 1987. Chief Marshall promoted to Paramedic Supervisor in 1989, Battalion Chief (Training) in 1993, and Battalion Chief (Operations) in 2007. He is a Licensed Paramedic and holds certifications through TCFP as a Master Firefighter, Fire Officer II, Instructor II, and Haz-Mat Technician. Chief Marshall has a Bachelor Degree in Public Safety Administration from St. Edwards University, and is a graduate of the National Fire Academy's, Executive Fire Officer Program. Additionally, he serves as an Operations Chief of a Type III Incident Management Team for the State of Texas.



## **Battalion Chief – Battalion 1, C Shift**

### **Buddy Anderson**

Battalion Chief Buddy Anderson began his career in the fire service with Elderville-Lakeport. In 1982, he began serving with Longview Fire Department as a Firefighter. Anderson promoted to Driver in 1989, Captain in 1997, and Battalion Chief in 2010. Chief Anderson is certified as an Advanced Firefighter, Fire Instructor I, and Fire Officer II with TCFP. He is a Paramedic and certified EMS Instructor. Chief Anderson has served on several committees and specialty teams within the department.

# *Battalion 1 Chief Officers*

**Battalion 1 Oversees Fire Stations 1, 2, 3, & 5**



## **Battalion Chief – Battalion 2, A Shift**

### **Wayne Oldham**

Battalion Chief Wayne Oldham has been a member of LFD since 1990. He promoted to Fire Driver in 1993, Captain in 1998, and Battalion Chief in 2011. Chief Oldham has also served in the capacities of Training Captain and Shift Duty Officer. He is a Paramedic and TCFP certified as an Advanced Firefighter, Instructor II, and Driver Operator. Oldham has been actively involved in a number of teams and committees throughout his tenure such as the Infectious Control Team and Hiring Board.



## **Battalion Chief – Battalion 2, B Shift**

### **Steve Green**

Battalion Chief Steve Green began his career in 1997 as a Firefighter with the City. He promoted to Driver in 2000, Captain in 2004, and Battalion Chief in 2010. His education includes Associate degrees in Fire Administration and Fire & Safety Technology. He currently holds a Master Firefighter, Instructor II, Fire Officer II, Driver Operator, and Hazardous Materials Technician certification with TCFP. Green is a Licensed Paramedic and has served on the Standard Operations Procedures Committee, as a Field Training Officer, and on the Recruiting Team. Chief Green also oversees the department's Wellness & Fitness Program.



## **Battalion Chief – Battalion 2, C Shift**

### **Will Edwards**

Battalion Chief Will Edwards became a member of LFD in 1991. He promoted to Driver in 1994, Captain in 1997, Senior Captain in 2002, and Battalion Chief in 2008. Chief Edwards is certified as a Master Firefighter and Instructor II with TCFP. He has previously overseen our SCBA maintenance & testing program and did so for several years.

# *Battalion 2 Chief Officers*

**Battalion 2 Oversees Fire Stations 4, 6, 7, & 8**

# Fire Station Locations & Apparatus



Fire Station **1**  
200 S Center St



**Battalion Chief 1**  
1 Battalion Chief



**Engine 1**  
1 Captain  
1 Driver  
1 Firefighter



**Medic 1**  
1 Driver/Paramedic  
1 Firefighter/Paramedic  
**\*COMING 2014\***



**Reserve Medic 1**  
Unstaffed





# LONGVIEW FIRE STATION No. 2

**Fire Station 2**  
708 N Eastman Rd  
& Special Operations  
Headquarters



**STO**  
1 Training Officer



**Engine 2**  
1 Captain  
1 Driver  
1 Firefighter



**Medic 2**  
1 Driver/Paramedic  
1 Firefighter/Paramedic



**Rescue 2**  
Unstaffed



**Hazmat 2**  
Unstaffed



**Technical  
Rescue 2**  
Unstaffed



**Water  
Rescue 2**  
Unstaffed



**Swift Water  
Rescue Boat**  
Unstaffed



# Fire Station 3

1133 E Birdsong St



**Truck 3**  
1 Captain  
1 Driver  
1 Firefighter



**Engine 3**  
1 Lieutenant  
1 Driver  
1 Firefighter



**Medic 3**  
1 Driver/Paramedic  
1 Firefighter/Paramedic



**Booster 3**  
Unstaffed



**Deep Water  
Rescue Boat**  
Unstaffed



# Fire Station 4

2022 George Richey Rd



**Engine 1**  
1 Captain  
1 Driver  
1 Firefighter



**Reserve  
Engine 14**  
Unstaffed



**Reserve  
Medic 4**  
Unstaffed





# Fire Station 5

102 W Niblick St  
& High Angle Rescue  
Headquarters



**Truck 5**  
1 Captain  
1 Driver  
1 Firefighter



**Engine 5**  
1 Lieutenant  
1 Driver  
1 Firefighter



**Medic 5**  
1 Driver/Paramedic  
1 Firefighter/Paramedic

# Fire Station 6

2808 McCann Rd



**Battalion  
Chief 2**  
1 Battalion Chief



**FPO**  
1 Fire Prevention  
Officer



**Engine 6**  
1 Captain  
1 Driver  
1 Firefighter



**Medic 6**  
1 Driver/Paramedic  
1 Firefighter/Paramedic



**Reserve  
Engine 16**  
Unstaffed



**Quad 44**  
Unstaffed





# Fire Station 7

2811 Gilmer Rd



**Engine 7**  
1 Captain  
1 Driver  
1 Firefighter



**Reserve  
Medic 7**  
Unstaffed



# Fire Station 8

4508 McCann Rd



**Truck 8**  
1 Captain  
1 Driver  
1 Firefighter



**Booster 8**  
Unstaffed





## *“Going Forward”*

The Longview Fire Department fully understands its primary role as a **public service agency** for the City of Longview. The members of the department, with a great deal of pride, embrace the opportunity to deliver high-quality emergency response services to the citizens and visitors of our great city. It is our hope that fire and emergency medical response will continue to be an essential element of the City of Longview’s customer service commitment, as well as a priority for the current and future elected officials of Longview.

This Strategic Plan, as the one before it, will provide guidance and stability for the department as it continues to be **upwardly mobile** in terms of meeting the needs of the community. The current steady rate of growth and continued economic stability of the Longview area are encouraging factors with implications that justify the need for the Fire Department to be looking ahead at the future. When it comes to the priority of emergency response for a city, the matter of playing “catch-up” should not be a part of *any* equation as it is often done so at the expense of the health and welfare of those the City exists to serve.

The Longview Fire Department **embraces** its position as a key member of the City’s Customer Service Team and looks forward to the opportunities and challenges that lie ahead in terms of meeting the service demands of both an aging and growing community. For Longview Fire Department, maintaining the public’s trust and respect is vital to our success as both a profession and a partner to the City’s many different operative areas.

Through the implementation of this document, it is our desire to continue the long-standing history of **excellent public service** in Emergency Response/Preparedness in Longview ... while at the same time keeping pace with the increasing demands of an expanding and wonderfully diverse resident-base of Lobos, Pirates, Panthers, Roughnecks, Bobcats, Titans, Sentinels and Yellow-Jackets – all of whom make Longview such an exciting city to call home.

Sincerely,

J.P. Steelman  
Fire Chief/EMC

# Executive Overview



In September of 2011, the Longview Fire Department began the implementation of a new Strategic Planning Process.

The goal of this process was for the organization to establish:

- a **vision** for future guidance,
- direction** to better ensure the ability to effectively sustain its mission,
- and to **fulfill** the all-encompassing needs of the citizens of Longview in regard to its responsibility as an emergency service provider.

The department last conducted a strategic planning process in 2002 under the direction of Fire Chief Richard Lazarus. That process yielded some **88** objectives that would essentially help the department to transition from an “isolated” perspective of operation into a region-wide, emergency response provider and an organization set-apart from its many East Texas fire department counterparts. From a historical account, many members, having been predominantly exposed to the management philosophies of “maintaining the status quo” and “out of sight – out of mind,” this concept was completely unfamiliar. Initiating such a thought provoking, reflective, and internally reconstructive process upon the heels of the September 11, 2001 attack on the United States, greatly aided the participants in being able to fully grasp the dependence of a community on its local emergency responders. It further illustrated the interdependence of an organization, such as the all combined services of the City of Longview, to effectively strive to meet the needs of a growing, diverse, and evolving community.

Over the course of the next 8 years, the department, through bond elections, aggressive budgeting, and a commitment for following through by city leaders saw all but 4 (eventually made obsolete by other effective changes) of the original 88 objectives **met**. The department found itself in a firm position for effective service delivery well into the next several decades. Of the 84 objectives - ranging from fundamental strategic/operational factors, unmet needs for basic infrastructure additions and upgrades, to simple day-to-day responsibilities and functions - the most important change to the organization was the common “thought-process” and “prioritization-concept” manifested in each and every member of the fire department.

**Prior to the 2002 process, the culture of the fire department was somewhat of a “silo” in terms of function and service delivery.**

While there had been many advances for the department under the leadership of previous Fire Chiefs, the department found its “comfortable” place among city services. The department was meeting its core functions of fire protection and emergency medical service but was lacking in its ability to establish a vision for the future. As a result of the 2002 Strategic Planning Process, the members of the department were caused to rethink their fundamental professional positions in terms of how and in whose interest all decisions involving the organization, are ultimately made. The department found itself in the midst of a **transformation** whereby placing the ultimate needs of a community always ahead of its own, self-sustaining needs. All decisions moving forward were to be made from the external stakeholder’s perspective rather than the internal individual’s; this being an unfamiliar

position for the members of the Longview Fire Department.

Through several processes of trial and error and “learning from its mistakes” the department would eventually all but master the underlying concept of **service above self** and become one of the premier departments of the City. This status was further validated in 2004 and again in 2009 by a Community Survey of City Services conducted by the City’s Community Services Department. The Fire Department, the top-rated City Department in both surveys, was rated as providing **excellent** service by a majority of the residents who participated in the survey. From a customer-based perspective, the fruits of the 2002 planning process had proven to be successful, at least in the eyes of the Longview resident and taxpayer.

### **Now, some 10 years out from that original Strategic Planning Process with significant changes in fire department leadership and personnel dynamic ...**

... The time has come to once again reassess the continued evolution of Longview Fire Department. What’s changed in such a short period of time? What’s the future hold for the department? Both are excellent questions and worthy of further thought and foresight. Some of the more significant changes from then to now essentially revolve around 3 very different points of discussion. ① **The Economy** has fluctuated dramatically since the events of 9/11. While the national and local economies have not exactly paralleled one another consistently, the *uncertainty* has impacted local decisions made in regard to Longview’s fire and emergency medical services. Fortunately, for the Fire Department, during the same time frame, the leadership of the City of Longview, both at the elected and city management levels, has continued to place emphasis on Protective Services for its residents as a **core function** vital to maintaining an expected quality of life for Longview residents. Trending will show that essentially one-half of all

City revenues (primarily based on Sales Tax & Property Taxes) have been dedicated to the preservation of Public Safety, respectively the Fire and Police departments. From a historical perspective, major advancements specifically pertaining to the Fire Department and its self-sustaining needs have typically been derived from City Bond Initiatives. The earliest example of voter approved infrastructure improvements for the Fire Department date back to 1936 when the City expanded the department to meet evolving needs of its growing community. In this bond election, three fire stations were constructed (one of which is still in use today as the City’s oldest operational facility) and Longview Fire Department was transitioned from a volunteer to a career-paid fire department. The most recent bond activity pertaining to the fire department was initiated in 2006. This voter-approved action supported the complete replacement/relocation two fire stations (Fire Stations 4 & 6) and the remodel and expansion of two others (Fire Stations 2 & 3). Through our Strategic Planning, significant infrastructure needs – both present & future - for the Fire Department were identified. The need for yet another Public Safety Bond Initiative was weighed and brought forth as a discussion point.

While the economy will likely continue to fluctuate for some time to come, the bigger change is poised to take place in City leadership and direction. Our current tenured Mayor along with three tenured Council-members will be forced out-of-office by term limits within the next two years. That political landscape change, coupled with the City Manager’s position - which historically fosters a 5-7 year duration - could point to drastic changes for the future of Longview politics and fundamental philosophies for providing City services. ② The Fire Department’s overall **Call Volume** has continually increased on a steady pace for the past 18 years. The influx of emergency response, both Fire and EMS related, routinely keeps the majority of the department’s resources increasingly busy. Since 1995, the department’s total response volume has doubled while its EMS transport

volume has tripled. As the City continues to expand into an urban center, by becoming an employment, educational, and healthcare hub for the Northeast Texas Region, these numbers will continue to rise. The department will likely continue to struggle with response issues, including maintaining acceptable response times for emergency service delivery. Some of the areas commonly sacrificed in such instances are the department's involvement levels with other priorities; such as organized, internal continuing education training, participation and involvement with various community events, and the upkeep of skills for the members of the department's specialty teams and programs.

③ The factor of Longview being an **“aging” community** will also stand to further impact the Fire Department. It is well founded that the elderly cross-section of the American population continues to be a “population-at-risk” for fire injury/death as defined by the U.S. Fire Administration. The same population group is also the predominant customers of the department's emergency medical services. Longview, with an already proportional segment of seniors and elderly, has essentially compounded this issue with its aggressive pursuit of establishing itself as a **Certified Retirement Community**.

Currently, and for the foreseeable future, the City will continue to experience a surge in the development aspects of this fact of life with the demand and influx of facilities and services to accommodate these City residents (retirement communities and apartments, assisted-living facilities, skilled-nursing facilities, etc.). From this perspective, the Fire Department will continue to experience challenges as this segment of the population accounts for an **increasing amount of all emergency response customers**.

**As for the current Strategic Planning Process, it is the intent of the Longview Fire Department to have its validated efforts melded into the City's proposed Comprehensive Planning Process chaired by Keith Honey and his committee of 24 Longview residents.**

The current planning process, as compared to the similar process of 2002, grossed a total of 61 objectives that were further refined across 9 different areas of primary Fire Department functions, as well as, a “Miscellaneous” category. The process included the participation of all members of the department regardless of rank or tenure. Furthermore, each major function area was chaired either by an Administrative Team Member, Chief-Level Officer of the department or a Senior-Level Company Officer - all of whom share a combined total of 195 years of service to the City of Longview (the department, founded in 1885 is only 128 years old). The details of the Fire Department's 2011-2013 Strategic Planning Process are included for your review, questioning, and further discussion. Here, and in the future, it remains the Longview Fire Department's mission to provide an essential, high-quality, and critically effective emergency response service to the citizens and visitors of Longview; as well as, being a dependable partner and stakeholder for all community well-being and improvement-of-life activities.





# Brainstorming Sessions

As the kick-off event for the Longview Fire Department's Strategic Planning Process, Chief Steelman scheduled and held informal "brainstorming" sessions for three consecutive days. While participation was not mandatory for all members of the department, each of the three days were proportionally attended. Attendees included off-duty members representing all three operational shifts, ranks, and tenure, as well as Fire Administration employees. Most of the Department's Chief-Level Officers were present for each session to hear firsthand the thoughts and opinions of the rank and file members of the department. Initially, a total of **33 members** elected to voluntarily participate with the brainstorming of ideas. After three days of meetings and discussions, those suggestions included the following **53 topics** for investigation which were later classified under 9 functional areas for management and team-approach purposes: (*a required 10th area added later in the process increasing member participation to 35 & outlined topics to 61*)

## Fire Group

- ❑ The addition of a 3<sup>rd</sup> booster truck (Wildland firefighting apparatus) to LFD response fleet
- ❑ Improvements to reserve fire engines (E14 & E16) regarding equipment/location
- ❑ Inventory of all firefighting equipment on engines/trucks/boosters for consistency

## EMS Group

- ❑ The addition of a 5<sup>th</sup> front-line medic unit to LFD emergency response fleet
- ❑ Technology improvements for improved EMS delivery (Ultrasound, Autopulse, etc.)
- ❑ Review the Shift Duty Officer (SDO) position and its functions on the operational shift
- ❑ Negative attitude towards EMS by employees of LFD
- ❑ Explore options for medic chassis replacement (smaller vs. value)
- ❑ New medic units and completely new equipment for a new unit going into service

## Fire Marshal's Office Group

- ❑ Adding additional civilian Fire Inspector positions to the Fire Marshal's Office
- ❑ Creation of a weekly Public Information Officer release
- ❑ Establishing a "Fire Beat" in the Longview News Journal

## **Training Section Group**

- ❑ The addition of 2 Lieutenants for training staff
- ❑ Explore an integrated training network (closed circuit) for broadcasting training out to stations
- ❑ Explore consistency for the Field Training Officer (FTO) process for “checking-off” new paramedics
- ❑ Improve FTO accountability and practices (1:1 vs. 2:1 ratios for field check-offs)
- ❑ Establish an overall “mentoring” program throughout the rank structure
- ❑ Establish a permanent/quality program for conducting EMS continuing education
- ❑ Create a process for employee credentialing using department issued ID badges
- ❑ Consider moving away from current process of Total Integrated Life Support (TILS) training
- ❑ Consider a complete “revamp” of the department’s FTO process for training new paramedics
- ❑ Establish a format for conducting Incident Critiques or Post Incident Analysis
- ❑ Establish a process for Leadership Development targeted at Company Officers
- ❑ Create a mentoring process at all levels of the rank structure (task book process)

## **Special Operations Group**

- ❑ Consider a complete reorganization of the existing Specialty Teams (Haz-Mat, Water Rescue, SCBA Maintenance, High-Angle, Special Ops)
- ❑ Consider a process for “re-assembling” the on-duty Haz-Mat crews into a single station
- ❑ Consider a means of collectively stationing the various specialty teams/team members
- ❑ Explore the various responsibilities of Fire Station 2 as the “Special Operations” station (WMD, funding, time needs, equipment status, CBRNE)
- ❑ Total evaluation of all existing Specialty Teams

## **Maintenance Group**

- ❑ Establish “fire department specific mechanics” at Fleet Maintenance
- ❑ Establish a Mechanic to Technician ratio for FD, PD, and balance of Fleet
- ❑ Create a more “mobile” approach to fleet service delivery for minor repairs
- ❑ Establish a process to not continuously “neglect” the “little stuff”
- ❑ Create a process for more “direct” involvement of LFD personnel in the fleet maintenance process

## **Dispatch Group**

- ❑ Consider a complete update of all Mobile Data Computer (MDC) hardware/software
- ❑ Establish a fire department presence in dispatch (PSC)

## **Infrastructure Group**

- ❑ Evaluate current fire station placement/locations
- ❑ Evaluate existing operational manpower (engines/trucks), 3-person vs. 4-person staffing
- ❑ Consider equipment replacement schedules (SCBA, JAWS, etc.)
- ❑ Conduct divisional review of manpower (Training Section, EMS Section, FMO Section)
- ❑ Establish a Public Safety Fitness Center
- ❑ Consider the need/justification for additional fire stations
- ❑ Consider the implementation of an additional (4<sup>th</sup>) Ladder Truck Company
- ❑ Consider the relocation of Truck 8 to Station 6 and add an 8<sup>th</sup> Fire Engine Company
- ❑ Consider a combined Public Safety Training facility
- ❑ Redevelopment of a Fire Hydrant Maintenance program

## **Miscellaneous Group**

- ❑ Reevaluate the Lieutenant rank in the existing rank structure
- ❑ Revisit “Static Assignments” and the “Career Path”
- ❑ Establish a consistent “Transfer Policy” for internal moves within the department
- ❑ Discuss negative attitudes regarding various topics (EMS, static assignments, ownership, leadership)
- ❑ Establish a better process for accountability with inventory control (EMS supplies, fire equipment)
- ❑ Research different marketing concepts (medic color schemes, Customer Service Satisfaction cards, EMS is part of LFD)
- ❑ Create a “military-style” plan of the day to get all stations/sections on the same page

## **Information Technology & Communications Group**

*This group was developed much later in the Strategic Planning Process as the need for it became abruptly apparent & could not go without notice. Additionally, both topics from Group 7, the Dispatch Group, were absorbed into the following topics.*

- ❑ Maintain recently implemented MDC replacement schedule and focus on attaining up-to-date communications equipment of all types, department-wide
- ❑ Establish more efficient collaboration with City IT and PSC departments and continue past efforts of obtaining IT position dedicated to the Fire Department
- ❑ Utilization of advanced options already included in current software, but not implemented
- ❑ Review and evaluate current EMS & Fire Records Management Services, as well as other viable software options
- ❑ Improve department statistical data collection processes and development
- ❑ Improve GIS & Mapping functionality
- ❑ Troubleshoot and improve communications connectivity in fire apparatus and fire stations
- ❑ Improve department website, social media, and public information practices specifically geared towards internet-based communications

# Planning Objectives



## Initial Planning Objectives

The complete list of various topics from the Brainstorming Sessions was placed before the entire Administrative and Operational staff of the department for review and further comment/discussion. This was accomplished during a series of breakfast meetings that allowed all on-duty personnel to be rotated through over a period of two weeks. During these meetings, each objective was categorized into one of eight functional categories that represent a major focus area of the department's emergency and non-emergency responsibilities. A ninth category (Miscellaneous) was later added to capture those topics that primarily impacted existing or needed policies and mostly administrative functions of the department.

Subsequent to the addition of the Miscellaneous Group, yet another rapidly escalating focus group was revealed - establishing the tenth, and final, Strategic Planning category. The internal stability of the department revolves around Information Technology & Communications. The Fire Department has routinely struggled at keeping pace with technological improvements that greatly impact our service delivery. The ever-evolving industry standards and **Information-On-Demand** world that surrounds us today has placed an even greater strain on the existing shortcomings in these areas. While the addition of this group occurred after the department-wide meetings and it did not experience the same group work sessions as the others, the extreme significance Information Technology & Communications identified in current/future advancements of our emergency response services could not be ignored.

Among each of the ten different categories, a "group chairperson" was appointed and tasked with forming a committee of existing employees to delve deeper into each topic and formulate a refined list of objectives to research, debate and move forward through the process for future recommendation/implementation. Those 35 department members participating at the committee level once again represented all various rank and tenure levels currently present in the department. Over a period of several months, many spirited debates and extensive research, each of the Working Groups produced a "refined" list for advancement in the planning process.

## Refined Planning Objectives

The next step in the planning process was to hone the lists of topics and narrow down specific goals determined by the committee to be in the best interest of the department going forward through the process. During this stage of the process, all of the topics were analyzed and classified by one of the following dispositions:

- ❶ Righteous topic for moving further into the planning process
- ❷ Overlapped with another identified topic and combined
- ❸ Already being addressed through the normal department budgeting/planning process
- ❹ Influenced by internal or external factors

The various Working Groups met several times, both individually and in teams in cases where topic overlap was obvious, in order to produce a polished list of objectives. During this phase, it was also determined that a “validation” process would eventually become necessary to provide concrete justification for many of the “more expensive” objectives. This validation would require the contractual support of “subject-matter-experts” representing expertise of nationally accepted fire service qualifiers, such as the Insurance Service Office (ISO) and National Fire Protection Agency (NFPA), as examples. As several months passed and the focus groups were allowed to exercise the topics, a refined list of Strategic Planning Initiatives was established. The entire department would once again be brought together during a series of lunch meetings where the members heard directly from the Chairperson of each of the Working Group Committees as to their accomplishments during the planning process. The final product of each of the ten Working Groups finalizes the balance of the department’s Strategic Plan. It is *these* objectives, ideas, or modifications that the fire department moves forward to the Mayor’s Comprehensive Planning Advisory Committee (CPAC) for future discussion and further consideration. The department strongly supports the validity and continued exploration of these objectives for the improvement and enhancement of the many critical services rendered by the members of the Longview Fire Department.



# Group# 1

The **FIRE GROUP**, chaired by Battalion Chief Wayne Oldham, who is a 24 year veteran of the department, addressed a total of 3 topics that were later refined into 2: ① The Addition of a 3<sup>rd</sup> Booster Truck Apparatus for Wildland Firefighting and ② Reserve Fire Engine Placement and Readiness.

## ① ADDING A 3<sup>rd</sup> “BOOSTER” TRUCK APPARATUS FOR WILDLAND FIREFIGHTING

IN-PROGRESS ●

During the late summer and early fall of 2011 the Longview Fire Department, like almost every other fire department across the State of Texas, was faced with one of the most severe wildfire seasons in over 30 years. While the City of Longview fared well having experienced only a handful of wildfires inside corporate city limits (none growing larger than 15 acres), the department’s resources were nonetheless challenged in providing emergency service and protection for its citizens. Due to the small size of Gregg County and the interdependency of all of the County’s fire resources upon one another during such a large-scale event, it quickly became apparent that Longview Fire Department was ill equipped to protect the community from the wildfire dangers. To compound the problem, the City has experienced a steady residential roof-top rate-of-growth with many of the its newer neighborhoods being established in what are considered areas of **“Wildland-Urban Interface.”** Many of these neighborhoods exist within the northwest (Spring Hill), north (Judson), and northeast (Longview Heights) areas of the City. The department has identified the need for a FEMA Type III Fire Engine, which is a wildland firefighting apparatus designed specifically to support off-road wildland firefighting operations, and more importantly, provide structure protection for areas of Wildland-Urban Interface. The department has previously pursued an apparatus of this type via the Texas Interstate Fire Mutual Aid System (TIFMAS), which has grant funding/support available to supply such a vehicle. The typical cost of this vehicle in a brand new, equipped condition is approximately \$80,000 - \$120,000. The grant cycle for TIFMAS - which is a 100% funding with no match - runs from October to October each year. The department did apply for the 2013 TIFMAS Grant Cycle and was declined due to the fact that there were no Type III Fire Engines being awarded for the cycle. The department will re-apply for the TIFMAS Grant in the fall of 2014.

## 2 RESERVE FIRE ENGINE PLACEMENT & READINESS

COMPLETED (2012)

The department has long struggled with maintaining a “response-ready” fleet of reserve apparatus. While the reserve medic (ambulance) fleet of three (3) is utilized on a near daily basis to handle EMS response overload, the department’s two (2) reserve fire engines have historically been a more difficult issue in regard to being placed into service with an expedient turn-around. Additionally, for the first time since the year 2000, the department is preparing to have a (1) reserve ladder truck, which will be an **extraordinary leap forward** for maintaining a consistent continuity of service throughout our city. The concern remains to be the standard readiness-level of the reserve fire engines and future ladder truck. The department has routinely struggled with maintaining an adequate level of ISO-required equipment on the reserve firefighting fleet. Upon closer review by the committee, it was determined that much of the problem of missing equipment was due to an inherent and continuous internal *robbing* of equipment that was regularly done by those crews sporadically utilizing the reserve apparatus. The solution would be to place the reserve apparatus at a fire station rather than the maintenance facility to ensure the units were checked-out, inventoried, and maintained by a fire crew with ownership responsibility on a daily/weekly basis. The crew is to further confirm the apparatus are response-ready with required equipment necessary to function. Of the reserve fire engines, one is placed at Fire Station 6, the other at Fire Station 4. The pending reserve Ladder truck will be placed at Fire Station 2 during the summer of 2014, once the new ladder Truck 5 is placed into front-line service. To further guarantee the assigned equipment remained with assigned apparatus, a **complete** inventory process of all LFD fire apparatus was conducted. The scope was to identify which companies were missing or short ISO-required equipment respective to its type of apparatus. To accompany the conclusion of this inventory process, the department made the purchases necessary to ensure all engine & truck companies – including reserve units – were equipped with the exact same amounts and types of equipment to reduce the *robbing* of units. This equipment leveling was accomplished with existing funds from the 2012-2013 operating budget. With a more reliable oversight and check-out process established for the reserve fleet, enhanced with the department’s computerized Operative IQ inventory control system, improved accountability is possible to maintain an equipped and response-ready reserve fire apparatus fleet.



## Group# 2

The **EMERGENCY MEDICAL GROUP**, was chaired by Section Chief Hank Hester, who is a 16-year veteran of the department, reviewed 6 topics that were refined into 5 consisting of: ① the Need for a 5<sup>th</sup> Front-Line Medic Company, ② to Research Improvements in EMS Technology & Equipment, ③ Review of the Shift Duty Officer Position Assigned to the EMS Section, ④ to Research a Smaller Medic Chassis, and ⑤ to Implement a Program for Installing New Equipment on a New Medic Unit.

### ① THE NEED FOR A 5<sup>TH</sup> FRONT-LINE MEDIC COMPANY

TRANSFERRED TO INFRASTRUCTURE GROUP »

While the implementation of a 5<sup>th</sup> front-line medic company has direct implications on the Emergency Medical Service aspects of service delivery for the department, this topic was entirely addressed by the Infrastructure Group with support from this committee.

### ② RESEARCH IMPROVEMENTS IN EMS TECHNOLOGY & EQUIPMENT

IN-PROGRESS ●

As the service delivery concepts of pre-hospital emergency medical care continue to evolve, the topic was researched by the committee to ensure that the department's delivery of medical care was at least comparable if not enhanced when compared to private EMS agencies. The EMS Section should work with the department's Medical Director to explore the possibility of adding the following technologies and equipment to the existing diagnosis/treatment avenues for improved patient care: ① Doppler or Ultrasound devices, ② Hypothermic Therapy capabilities, ③ Fiber optics for Laryngoscopy, and ④ Rapid Sequence Intubation.

### **3 REVIEW OF THE SHIFT DUTY OFFICER POSITION ASSIGNED TO THE EMS SECTION**

**COMPLETED (2012)**

This topic was already being addressed through an administrative reorganization of the four operational personnel assigned between the EMS and Training Sections of the department. The implemented changes shifted the 3 EMS Shift Duty Officers (SDO's) to the Training Section where they became Shift Training Officers (STO's) remaining assigned to the department's three operational shifts. At the same time, the Training Captain position assigned to the Training Section was transferred to the EMS Section as an EMS Operations Officer to work an administrative shift in daily support of the EMS Section.

### **4 RESEARCH A SMALLER MEDIC UNIT CHASSIS**

**COMPLETED (2013)**

This topic was also already in motion as the Ambulance Specification Team had previously researched and determined that changing from the traditional 2-ton International style medic chassis to a smaller 1 ½-ton Dodge style medic chassis would provide a quality vehicle for EMS work while also providing a cost-savings to the department. All front-line medic units were transitioned to the smaller chassis between 2011-2013.

### **5 IMPLEMENT A PROGRAM FOR INSTALLING NEW EQUIPMENT ON A NEW MEDIC UNIT**

**PARTIALLY IMPLEMENTED (2012)**

Since 1995, the department has embraced a concept of "refurbishing and remounting" ambulances; whereas, a new cab and chassis is purchased for a medic replacement while the existing patient compartment (the box) is completely refurbished and remounted to the new chassis. As of the success of this program has remained consistent, the department has not purchased a completely new ambulance (bumper-to-bumper) since 1995 with the implementation of Medic 6 into front-line service. Following 18 years of this successful and economic program, the department will once again be purchasing a completely new ambulance as the 5<sup>th</sup> front-line unit goes into service in spring of 2014. This particular group topic was uncovered by the fact that the essential equipment of the unit (Power Cot, 12-Lead Monitor, Auto-Pulse, etc.) should also all be completely new as a scheduled replacement with each unit. The department will attempt to accomplish this via the normal budgeting process with an approximate expense for each unit totaling around \$50,000 - \$60,000 dollars.



## Group# 3

The **FIRE MARSHAL'S OFFICE GROUP**, chaired by Fire Marshal Johnny Zackary, who is a 20-year veteran of the department, addressed a total of 3 topics that were later expanded into 4: ① the Addition of a Full-Time Employee for the Purpose of Internal Affairs, ② Producing a Weekly Public Information Officer's Information Release, ③ Creation of a "Fire Beat" to be Published in the Longview News Journal, and ④ the Addition of Two Full-Time Employees for the purpose of Conducting Commercial Fire Inspections.

### ① ADDING AN EMPLOYEE (1) FOR THE PURPOSE OF INTERNAL AFFAIRS

PENDING (PURSUE 2014-15 FY) ●

The Fire Marshal's Office has identified a need for an additional, full-time employee for the purpose of conducting/managing a growing number of Internal Affairs cases. This employee would handle all internal/external department complaints and investigation procedures while protecting the rights of employees (a process required by current Texas Local Government Code, Title 6, Subtitle A, Chapter 614). This employee would also serve as a case preparation manager/coordinator for the section's many on-going fire and arson cases providing consistency and oversight for the section's three Fire Investigators who are assigned to an operational shift. An additional function of the position would be that of Texas Commission of Law Enforcement Officer Standards and Education (TCLEOSE) manager to ensure the department's adherence with this regulatory state agency. The creation of this position would mirror a similar position already proven effective within the ranks of the Longview Police Department. The projected recurring expense of this uniformed position would be \$86,329/annually.

## 2 PRODUCING A WEEKLY PUBLIC INFORMATION OFFICER'S INFORMATION RELEASE

COMBINED INTO NEXT TOPIC »

This topic was suggested as a measure to better inform the public of exactly “what” the fire department does on a regular basis. The thought being that while many citizens may see, from time to time, the department in action either responding to or returning from an incident, the majority of community members do not personally require the use of the many services offered by the department. This is looked upon as a tactic to place the activities of the fire department more in the eyes of the general public for improved understanding and support of the department’s mission in the community.

## 3 CREATION OF A “FIRE BEAT” TO BE PUBLISHED IN THE LONGVIEW NEWS JOURNAL

COMPLETED (2012)

\*Subject to available space in newspaper

The concept for this topic was similar to that of the “Police Beat” that has existed in the Longview News Journal for many years. The development of a “Fire Beat” would be a weekly submission to inform the public about the types and numbers of responses that the fire department handles over the course of a week’s time.

## 4 ADDING (2) EMPLOYEES FOR THE PURPOSE OF CONDUCTING COMMERCIAL FIRE INSPECTIONS

PENDING (PURSUE 2014-15 FY) ●

The fire department, by design, inherently has two varied positions of responsibility; being either **PROACTIVE** or **REACTIVE**. While the majority of the department’s operations are targeted at the reactive side of emergency response, the greater good is better accomplished via the proactive means of service delivery. This proactive service delivery absolutely consists of the department conducting annual fire prevention inspections for all commercial-type occupancies located within the City. The proper conduct of this inspection process is a very time consuming and qualitative effort that has, for the most part, been heavily dependent upon the support of the department’s station-level fire companies. The primary hindrance with this type of process is that with 6,000+ occupancies needing annual inspection, the reliance upon on-duty, emergency response fire companies allows for measurable gaps in successful productivity

due to an increasing emergency response call volume. The addition of two (2) civilian Fire Inspectors would shift more of this proactive responsibility upon the Fire Marshal's Office and relieve the operational crews of such an overwhelming burden on top of their increasing call volume and on-going training requirements. While the operational crews could still assist with the process via their pre-fire planning activities by alerting the Fire Marshal's Office of identified dangers to the public, the majority of the inspection responsibility would fall to the additional civilian Fire Inspectors. The projected recurring expense of these two (2) civilian positions would be \$100,305/annually.





## Group# 4

The **TRAINING SECTION GROUP**, chaired by Training Section Chief George Glenn, who is a 15-year veteran of the department, explored a total of 12 topics that were later condensed to 4 topic areas for further research. Those topic areas consisted of: ① Establish a Career Development Program for the Department, ② Establish a Continuing Education Maintenance Program for the Department, ③ Identify Current/Future Needs for Additional Training Staff, and ④ Consider the Improvement of/for the Existing & Future Training Facilities of the Department.

### ① ESTABLISH A CAREER DEVELOPMENT PROGRAM FOR THE DEPARTMENT

IMPLEMENTED (2013)

Since the early 2000's, the department has implemented a training plan to acclimate new employees to the department by issuing each a set of work related objectives to be accomplished during a scheduled work-rotation. The new employee rotates around each fire station and section in the department with a defined list of tasks to complete before moving to the next location. The early program was commonly referred to as the F.I.R.E (Firefighter Implementation and Recruit Education) Program. The goal was to ensure all operational employees garnered a well-rounded understanding of the many different functions, expectations, and capabilities of LFD, as well as to offer the employee a stronger knowledge base regarding OUR department. This program was discontinued under the previous administration and the department experienced a decline with regard to an employee's familiarity with the overall operations and capabilities between each station and section. In mid-2013, the Training Section re-implemented the process with modifications and updates that once again introduced all operational personnel to the many particular aspects of the Longview Fire Department. The program is designed to build-upon the fundamental, basic knowledge that a new firefighter might gain while attending the basic fire academy while at the same time offering actual hands-on exposure to the many attributes that make the Longview Fire Department stand above its many fire service neighbors. The F.I.R.E. program serves as Step 1 and folds in well with the department's established Career Path and Promotional Procedures.

As employees work to advance themselves on the department's career ladder for future professional growth and development, the F.I.R.E. program will be the conduit to that journey. This objective has been accomplished with no significant budgetary increase or negative impact on the department's daily operations.

## **2 ESTABLISH A CONTINUING EDUCATION MAINTENANCE PROGRAM FOR THE DEPARTMENT**

PENDING (PURSUE 2014-15 FY) ●

The professional standards of the department's two main credentialing agencies at the State level, the Texas Commission on Fire Protection (TCFP) and the Texas Department of State Health Services (DSHS), set-forth guidelines that must be adhered to by the department regarding the annual continuing education requirements of all certified employees. The Training Section is currently evaluating options for incorporating an on-line training practicum that would meet the firefighting and emergency medical needs of personnel while at the same time meeting the approval of the department's regulatory oversight agencies. This program would only be utilized to aid an employee in maintaining existing job knowledge while affording the Training Section the time and flexibility to focus and emphasize its local efforts on the delivery of new, innovative job-related technologies for developing a competent emergency workforce abreast with more modernized training. The estimated additional expense for this project would be \$5800 per fiscal year above the department's current contractual budget.

## **3 IDENTIFY THE CURRENT/FUTURE NEEDS FOR ADDITIONAL TRAINING STAFF**

PENDING (PURSUE 2014-15 FY) ●

The Training Section, in recent years, has become increasingly overwhelmed with the cumbersomeness of the many different documentation requirements for all certified personnel in regard to collecting and retaining training data. With an average of 168 uniformed personnel, each requiring an almost tailored approach to continuing education, the staff of the Training Section often finds itself in a position of playing "catch-up" in regard to data entry and documentation. The individual's continuing education needs are often unique depending upon the individual's particular certifications and certification levels. In the event a regulatory agency initiates an audit process, it will be these training records that are the target of scrutiny. Since 2009, the department has temporarily relocated an existing Office Assistant from Fire Administration to the Training Center in an attempt to alleviate this escalating clerical burden.

However, the ramifications of this adjustment have imposed significant burdens on Fire Administration’s clerical functions. The addition of a clerical position specific to the Training Section would benefit by providing a continuous level of oversight upon the influx and entry of the department’s personnel training records into the established database system (Firehouse). It would also restore Fire Administration’s clerical continuity. This additional employee would be a civilian position working at the level of Office Assistant. The estimated expense for this position would be an additional \$36,406 per year for salary and benefits to the department’s budget.

#### **4** CONSIDER THE IMPROVEMENT OF/FOR EXISTING & FUTURE LFD TRAINING FACILITIES

TRANSFERRED TO INFRASTRUCTURE GROUP »

The concept of improving the department’s existing, dated, and poorly located Training Section facilities is being addressed by the Infrastructure Group of the Strategic Planning Committee.





## Group # 5

The **SPECIAL OPERATIONS GROUP**, chaired by Captain Andy Parker, who is a 15-year veteran of the department, reviewed a total of 5 topics that were later refined into one collective issue: ① the Complete Reworking of the Concept for the Department's Specialty Operations Functions (Haz-Mat, Trench Rescue, Urban Search & Rescue, Structural Collapse, High-Angle Rescue, Water Rescue/Recovery, and Confined Space Rescue).

### ① COMPLETE REWORKING OF THE DEPARTMENT'S SPECIALTY OPERATIONS FUNCTIONS

PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●

The scope of this topic is to completely "regroup" the Special Operations Team. The many aspects of the department's regional and statewide specialty response are currently fragmented at best. The various aspects of the aforementioned operations are currently split primarily between Fire Stations 2, 3, 5, and in some aspects, throughout the entire department. The actions of implementing this plan would split the various functions of Specialty Operations between Fire Stations 2 & 5. Fire Station 2, with 18-assigned personnel, would be responsible for the specialty aspects of Hazardous Materials response, Urban Search & Rescue, Trench Rescue, and Structural Collapse response. Fire Station 5, with 24-assigned personnel, would be responsible for the specialty aspects of High Angle Rescue, Water Rescue/Recovery, and Confined Space Rescue. This concept of assignment for Fire Station 2 personnel would eventually be even greater balanced by the addition and assignment of a 4<sup>th</sup> ladder truck company (which will be further discussed by the Infrastructure Group). The intended results and outcomes are to have an overall team of Specialists that are strong in the scope of their functions above that of normal firefighting and emergency medical activity. The entire team from both specialty stations would be cross-trained to the operations-level for all assigned disciplines; however, only required to maintain technician/specialist-level for those assignments specifically designated to their station of assignment. The end goal of the department is to maintain its prestige regarding regional response obligations; while the benefit to the City, is that of having a local team of expert emergency responders readily available to immediately take charge of emergency incidents commonly considered extremely detrimental to the livelihood of a community (natural and man-made disasters).



## Group# 6

The **MAINTENANCE GROUP**, chaired by Assistant Chief David Bates, who is a 23-year veteran of the department, explored 4 original topics that were later refined into 3 consisting of: **1** the Need for Additional Fleet Personnel Dedicated to the Fire Department, **2** the Need for a More Streamlined Reporting System for State Examination Regarding Tracking, Documenting, and Records Management, and **3** to have Fleet Mechanics Dedicated to the Fire Department Acquire Additional Training.

### **1 THE NEED FOR ADDITIONAL FLEET PERSONNEL DEDICATED TO THE FIRE DEPARTMENT**

**IMPLEMENTED (2013 BY CITY FLEET DIVISON)**

Since the consolidation of Fire Maintenance into the complete Fleet concept, the fire department has routinely experienced difficulty and delay with the timely delivery of both planned and unplanned maintenance needs. The delay of proper apparatus maintenance to the fire fleet generally has negative ramifications on the emergency response capabilities of the department. The addition of another Emergency Vehicle Technician (EVT) would better ensure that the maintenance needs of the department's increasingly busy fleet are met in a more expedient manner with the public reaping the rewards through the professional delivery of emergency service they expect.

### **2 THE NEED FOR A MORE STREAMLINED REPORTING SYSTEM FOR STATE EXAMINATION REGARDING TRACKING, DOCUMENTING AND RECORDS MANAGEMENT**

**IMPLEMENTED (2012 AMBU-TRAK/OPERATIVE IQ)**

The department has long relied upon an "analog" system of documentation for the reporting and tracking the maintenance needs of its fleet of emergency apparatus. While this system was adequate in the department's past, it regularly is susceptible to lapses that exposed the City to liability and the inability to maintain a reasonable grasp on the maintenance status of its fleet.

### 3 HAVE FLEET MECHANICS DEDICATED TO THE FIRE DEPARTMENT ACQUIRE ADDITIONAL TRAINING

IN PROGRESS ●

Over the course of the past 10-15 years, the complexity of the technology that comes with new fire apparatus and ambulances has evolved. The vehicles are inherently specialized to perform their required functions for proper service delivery. While the aspects of the fleet have become more reliant on different technologies, those performing the needed maintenance to that fleet are often lacking in the knowledge, skills, and abilities to perform the necessary repairs. The department desires to see all of the dedicated mechanics of the fire fleet attain specialized training to reduce the city's dependence on the apparatus-specific manufacturers to expedite the maintenance process.





## Group# 7

The **DISPATCH GROUP**, chaired by Battalion Chief Roger Groves, who is a 24-year veteran of the department, evaluated two topics both of which were later disposed of because of existing actions already in-motion. Those topics were: ① the Need to Update All Mobile Data Computer (MDC) Hardware/Software, and ② to Explore the Need for a Fire Department Presence (adding a FD full-time position) in Public Safety Communications.

### ① THE NEED TO UPDATE ALL MOBILE DATA COMPUTER (MDC) HARDWARE/SOFTWARE

TRANSFERRED TOPIC TO INFORMATION TECHNOLOGY & COMMUNICATIONS GROUP »

As the committee began to explore this topic they were made aware that a process was already underway.

### ② EXPLORE THE NEED FOR A FIRE DEPARTMENT PRESENCE IN PUBLIC SAFETY COMMUNICATIONS (ADDING A FD FULL-TIME POSITION)

TRANSFERRED TOPIC TO INFORMATION TECHNOLOGY & COMMUNICATIONS GROUP »

As the topic prior to this one, the needs discussed by the group were found to be more adequately addressed by Group 10.



## Group # 8

The **INFRASTRUCTURE GROUP**, chaired by Fire Chief J.P. Steelman, who is a 23-year veteran of the department, reviewed a total of 10 topics that we later refined into 7 which included: ① the Addition of a 5<sup>th</sup> Front-Line Medic Company (Ambulance), ② the Addition of a 4<sup>th</sup> Ladder Truck Company at Fire Station 2, ③ the Addition of an 8<sup>th</sup> Fire Engine Company at Fire Station 8, ④ to Demolish and Rebuild Fire Station 5 (102 W. Niblick), ⑤ to Remodel and Expand Fire Station 8 (3623 McCann Road), ⑥ to Demolish and Rebuild Fire Station 7 (2811 Gilmer Road), and ⑦ to Design and Construct a New Public Safety Facility for the Purpose of Consolidating and Improving Public Safety Training, Public Safety Communications and the Emergency Operations Center.

### ① THE ADDITION OF A 5<sup>TH</sup> FRONT-LINE MEDIC COMPANY (AMBULANCE)

COMPLETED (IMPLEMENT APRIL 2014)

The fire department has assumed the responsibility of providing Emergency Medical Service to the City of Longview since the late-1980's, having taken it over from LeTourneau University. The department began with three front-line ambulances and a "tiered" paramedic response. In 1995, the department added a fourth front-line medic unit, discontinued the use of a "tiered" paramedic system and required all future firefighters to be trained at the paramedic-level. Over the course of the next 18-years the department would see the continuous growth of service-demand on its ambulances. With an overall emergency response call volume that nearly doubled and an EMS-transport volume that tripled, the department subsequently justified and will add a 5<sup>th</sup> front-line medic unit during the 2013-2014 fiscal year. In order to maintain adequate staffing levels, the department was also granted approval for the required hiring of three additional firefighter/paramedics.

## **2 THE ADDITION OF A 4<sup>TH</sup> FRONT-LINE LADDER TRUCK COMPANY AT FIRE STATION 2 (708 N EASTMAN RD)**

**PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●**

The fire department currently maintains an Insurance Service Office (ISO) rating of Class-2. This allows the residents of Longview to enjoy lower insurance premiums on residential and commercial property insurance rates. As the department seeks to attain its ISO Class-1 rating to ensure that the taxpayers of Longview receive the highest rated level of emergency response, the department has identified the need for an additional, front-line ladder truck company. Upon reviewing the existing emergency response needs of the community in comparison with the dynamic changes in the growth and development of the community, the committee feels that a 4<sup>th</sup> ladder truck is greatly warranted. The emergency response district of Fire Station 2 (708 N. Eastman Rd.) is currently experiencing a rapid pace of growth and commercial development, which also includes the construction of several multi-story residential living occupancies. By the standards set-forth by ISO, a ladder truck company is merited for this growing district. The addition of the front-line ladder truck company at Fire Station 2 would also correlate perfectly with the aforementioned changes recommended for the department's Special Operations functions. The estimated cost to add this emergency response company would have a start-up total of \$1.7 million with an annual recurring expense of \$679,604 for personnel expenses (the addition of 9 firefighters).

## **3 THE ADDITION OF AN 8<sup>TH</sup> FIRE ENGINE COMPANY AT FIRE STATION 8 (4508 McCANN RD)**

**PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●**

Much like the previous topic, the addition of an 8<sup>th</sup> fire engine company is recommended by the committee due to the likelihood of future growth and development of north Longview. From an ISO perspective, the department is currently inadequately covering the district of Fire Station 8 due to the absence of a front-line fire engine company. This company would be the primary response fire engine for the neighborhoods and commercial centers north of Hawkins Parkway, between Bill Owens and Fourth Street, to the northern boundary of the City. This area will also encompass a large portion of the anticipated commercial and rooftop development brought on by the George Richey Road Extension Project. The estimated cost to add this emergency response company would have a start-up total of \$1.2 million with an annual recurring expense of \$679,604 for personnel expenses (addition of 9 firefighters).

#### **4 DEMOLISH & REBUILD FIRE STATION 5 (102 W NIBLICK)**

**PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●**

The fire station located at 102 West Niblick, often referred to as the Greggton Station, was originally built in the 1940's, later annexed into the City, and replaced at the same location with a new fire station in the 1980's. It is that 1980's station the department currently operates from. The fire station houses 3 different companies (Engine 5, Truck 5, & Medic 5) and has a minimum staffing level of 8 personnel daily. Over the course of the past 10 years, the department has experienced several issues regarding maintenance of the current facility that have primarily centered around plumbing (under slab) and roof issues. Tens of thousands of taxpayer dollars have been spent for upkeep of the station that is quite simply deteriorating due to age, repetitive use, and lightweight construction methods of the period. The committee recommends that the existing station, nearing the end of its 40-year life expectancy, be demolished and a new, larger fire station be built in its same location also incorporating a vacant, City-owned lot just to the west and two different alleyways in to the footprint of the new station. The replacement station would be designed to accommodate future growth and needed changes identified for Special Operations improvements and would be constructed to serve the City for 50-60 years. The estimated cost to demolish and rebuild the necessary fire station at this location is \$2.2 million.

#### **5 REMODEL & EXPAND FIRE STATION 8 (3623 McCANN RD)**

**PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●**

As identified previously, the need to place an additional front-line fire engine company at Fire Station 8 would exacerbate the need for a remodel and expansion of the current facility. While the largest portion of the building, the apparatus bay area, could be made ready for the additional company with minimal expense, the primary issue lies within the small, restrictive living/crew areas of the station. The current station was built in the 1980's on a piece of donated property, actually zoned outside of city limits at the time. The vision for future growth was present in regard to the number of needed companies but severely lacking when it comes to adequately housing personnel, of mixed gender, for 24-hour periods 365-days a year. The committee is proposing a remodel of the existing apparatus bay and a major expansion of the crew/living areas comparable to any of the four newer LFD fire stations built since 2007. These comparator facilities include individual sleeping/personal areas for accommodating mixed gender crews, separate restroom facilities for mixed gender crews, incorporated physical fitness facilities to foster healthy and physically prepared emergency crews, and larger, more accommodating gathering areas capable of supporting crews of up to 8 personnel, as well as

hosting community events/gatherings with American Disabilities Act compliance. The estimated cost of the remodel and expansion for this fire station is \$1 million.

## **6 DEMOLISH & REBUILD FIRE STATION 7 (2811 GILMER RD)**

**PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●**

The department repetitively experiences difficulty regarding space for housing additional support apparatus critical to the department's mission (reserve fire apparatus, regional response equipment, etc.). Fire Station 7 was built in the 1970's as a part of the annexation of the Spring Hill area. Over the past 35 years, this station has served as the base of operations for firefighter crews protecting the Pine Tree and Spring Hill areas. It has previously housed two fire engine companies and the Haz-Mat team (6 personnel), modified to one fire engine company and a grass firefighting apparatus (3-4 personnel), to what it has today which is a single fire engine company and a reserve (un-staffed) medic company (3 personnel). Similar to the existing fire station 5, this station has routinely experienced issues of aging involving the roof, plumbing, and climate control. Additionally, this station, built in the late-1970's, was ill prepared to accommodate the fire service future of larger (wider/longer) fire apparatus making for extremely close-quarters when it comes to maneuvering into and out of the apparatus room. Staff accommodations are also outdated consisting of a single bedroom capable of sleeping four personnel, and a single restroom facility for mixed gender crews. The committee proposes the replacement of this station at its existing location at an estimated expense of \$1.7 million.

## **7 DESIGN AND CONSTRUCT A NEW PUBLIC SAFETY FACILITY FOR THE PURPOSE OF CONSOLIDATING & IMPROVING PUBLIC SAFETY TRAINING, PUBLIC SAFETY COMMUNICATIONS & EOC**

**PENDING (FUTURE PUBLIC SAFETY BOND ISSUE?) ●**

As the City of Longview has experienced a steady rate of growth, the same cannot be said for particular aspects of emergency service infrastructure critical to successful emergency operations and in the best interest of the City. The fire and police departments currently experience challenges regarding facility size, location, and dependability. For the fire department, the following challenges exist: ① the existence of a 1950's era fire training field presently located in the middle of a residential neighborhood and ② the dependence/limitations with "leased-space" for an Emergency Operation Center. The police department faces challenges with the need for additional space for a growing department as well as the dependence/limitations with "leased-space" for their Criminal Investigation

Division. The development of a new Public Safety Facility would essentially remedy all of these rising issues and manifest a collaborative City facility for the essential support of all City-based emergency operations. The new facility would ideally be located on 20-30 acres of centrally located property within city limits while established in either a commercial/industrial area providing ample distance from any future residential developments. This facility would be the base of operation for all fire and police training to include an outdoor drill field/multi-rise burn building for live-fire and rescue evolutions, hazardous materials training props, including a 4-car train derailment, and space for emergency vehicle operations training and annual apparatus testing. To support indoor training activities, the facility would consist of at least one large auditorium with theater-style seating capable of seating 500-1000 people, several classrooms adaptable to host 30-50 students, offices for training staff of both departments, an indoor firearms shooting range, and a complete physical fitness area to support the health and strength of the City's emergency responders. The new facility would also serve as the primary 9-1-1 public safety communications center for the City. All emergency-dispatching operations would originate from this location. The building would house the City's Emergency Operations Center required to support city operations and services during times of natural and/or man-made disasters. The concept of this type of facility would provide solution for the following areas of concern: ① eliminate the need for "leased-space" which comes with limitations for future growth not to mention questions as to whether or not the City will be able to retain the rented-space from year to year, ② it would relocate the existing fire training field from one of the City's oldest and longest established residential neighborhoods while simultaneously returning that acreage back into parks space for a better quality of life to the Stamper Park area, and ③ it would postpone the need for future expansion or relocation of police operations by improving space concerns/issues while at the same time allow the Investigations Division to relocate back into the main police facility for a better continuity of operations. It is also noteworthy that because of existing political leadership and the support of City/County collaborations that financial support for such a facility could come into the equation for such a facility as there are currently successful partnerships in place supporting the aspects of Emergency Operations and to a limited extent, Public Safety Communications. The estimated cost for this facility is currently unknown but would likely be in the range of \$20-40 million.



## Group# 9

The **MISCELLANEOUS GROUP**, chaired by Assistant Chief Curtis Shaw, who is a 26-year veteran of the department, reviewed 7 topics that were later condensed into 6. Those topics included: ① Review of Static Assignments and Career Path, ② Review of the Lieutenant Rank Structure, ③ Review of the Department's Transfer Policy, ④ Review of the Department's Inventory Control Systems, ⑤ Explore Various Marketing Concepts for the Department, and ⑥ to Consider Adopting a Military-Style Plan of the Day. The topics researched by this committee were, for the most part, all completely influenced by factors internal to the department's administration and operations.

### ① REVIEW OF STATIC ASSIGNMENTS AND THE CAREER PATH

IN-PROGRESS/MONITORED ●

During its history, the department has experimented with many different concepts of personnel assignments and professional development algorithms. A process of Static Assignments for operational personnel has been in place since 2008, while the concept of a Career Path began with a trial run in 2010, and later adopted in 2012. The idea is that all operational personnel are essentially "assigned" to a certain station/apparatus for the purpose of hopefully achieving a "mastery-level" of that job function before proceeding to their next department assignment, whether through promotion or transfer. Running concurrently, each operational employee is influenced by the department's Career Path whereby working their way through the rank structure of the department with consistent intervals for promotional opportunity. The primary benefit of the Static Assignment is to ensure that all personnel are adequately trained, inherently familiar with their assigned unit and equipment, and have gained a certain amount of professional expertise prior to advancing up the rank structure. After committee review, the recommendations pertaining to Static Assignments were for the department as a whole to consistently interpret the concepts of personnel rotation (specifically with regard to time spent on the medic units) at the supervisory (Company Officer/Battalion Chief levels). While in regard to the Career Path that a more defined model or road map was needed. One popular suggestion was for the creation of a "task book" process for better capturing the successful completion of position-based objectives prior to advancement to the next level taking place.

## 2 REVIEW OF THE LIEUTENANT RANK STRUCTURE

IN-PROGRESS/MONITORED ●

The rank of Lieutenant in the Longview Fire Department has undergone an evolutionary process during the department's history. The organizational makeup of the department has seen the company-level Station Officers exist in several different combinations. For many years (1930-1980's), each station had one Captain and two Lieutenants across the three operational shifts. Later (1980-2000's), all sub-station Officers would be classified as Lieutenants with each shift having a Captain assigned to Station 1. In the early 2000's, all sub-station Officers were Captain's rank and a Senior Captain assigned to Station 1. In 2007, with the addition of a second Battalion Chief to each shift, the position of Senior Captain was eliminated. A couple of years later, the rank of Lieutenant was reinstated as the Junior Company Officer of an engine company at a multi-company station having more than one fire apparatus (Station 3 and Station 5). At these stations, a Captain is assigned as the Station Officer and Company Officer for a ladder truck company. The Lieutenant was assigned as the Company Officer of the fire engine crew and is a direct report to the Captain. The Lieutenant rank is viewed as an experience-builder for those personnel promoting into the level of front-line supervisor and/or mid-level manager where an individual can hone their leadership and mentoring skills. The topic was suggested due to the limited number of opportunities for promotion to Lieutenant that was limited to 6 in the department. That limited pool of Lieutenant feeds the promotional pool of candidates for the Captain's rank of which there are 31 positions. A possible solution was implemented with an administrative reorganization that took place in 2012. One goal of the reorganization was to allow Lieutenants the opportunity for promotion into the additional positions of Shift Training Officer (3), Shift Fire Prevention Officer (3), and EMS Operations Officer (1). This change adds the possibility of 7 additional slots for the Lieutenant rank within the department. Additionally, with the proposal of the additional ladder truck and fire engine companies, there would also be 6 more Lieutenants added to the department for a total of 19; which is better proportional to the number of Captains.

## 3 REVIEW OF THE DEPARTMENT'S TRANSFER POLICY

COMPLETED (2012) ✓

The department has a policy providing oversight for the transfer process of personnel voluntarily electing to move from shift to shift and/or station to station. With 168 operational personnel across all three shifts, it is important to maintain a policy to ensure the fair and consistent treatment in dealing with all transfer requests by employees. The current policy in place was found to be sufficient at this time

#### **4 REVIEW OF THE DEPARTMENT'S INVENTORY CONTROL SYSTEMS (EMS SUPPLY)**

COMPLETED (2012)

As identified by the research of the Fire Group, the Operative IQ inventory control system was also reviewed by this committee and was agreed upon to be working adequately for the department. As long as EMS supply orders are placed on time at the station level and supply par levels are routinely monitored and adjusted based on usage, the current system is meeting the department's needs.

#### **5 EXPLORE VARIOUS MARKETING CONCEPTS FOR THE DEPARTMENT IN-PROGRESS/MONITORED ●**

The committee reviewed the current marketing concepts of the department and found that those existing efforts seemed to be working adequately and that the concepts of the department's Public-Information-Education-Recruiting (PIER) team should be continued and improved upon.

#### **6 CONSIDER ADOPTING A MILITARY-STYLE PLAN OF THE DAY**

NOT IMPLEMENTED ■

The committee discussed the idea of implementing a "military-style plan of the day" concept to provide guidance and set expectations for the operational crews during their daily duties. The emphasis shifted to the importance of the individual in the Company Officer's role to place importance on structuring, implementing, and advertising a daily work plan to provide an outline for the work day's expectation. This would assure that all crewmembers are on the same page about what needs to be accomplished during the 24-hour shift. It was also expressed that all companies need to be included in the station's daily work plan as not to exclude the crews assigned to the medic companies. Several members commonly assigned to work on the ambulance felt a certain degree of alienation at the station level from the other crewmembers present. This is a Company Officer issue capable of being managed at the station-level. Where difficulty exists, the Battalion Chief should provide oversight and guidance.



## Group# 10

The **INFORMATION TECHNOLOGY & COMMUNICATIONS GROUP**, chaired by Fire Administrator, Kristine Green, who is a 9-year veteran of the department, reviewed 8 topics. Those topics included: ① Maintain recently implemented MDC replacement schedule and focus on attaining up-to-date communications equipment of all types, department-wide, ② Establish more efficient collaboration with City IT and PSC departments and continue past efforts of obtaining IT position dedicated to the fire department, ③ Utilization of advanced options already included in current software, but not implemented, ④ Review and evaluate current EMS & Fire Records Management Services, as well as other viable software options, ⑤ Improve department statistical data collection processes and development, ⑥ Improve GIS & Mapping functionality, ⑦ Troubleshoot and improve communications connectivity in fire apparatus and fire stations, and ⑧ Improve department website, social media, and public information practices specifically geared towards internet-based communications.

### ① MAINTAIN MDC REPLACEMENT SCHEDULE & FOCUS ON ATTAINING UP-TO-DATE COMMUNICATIONS EQUIPMENT OF ALL TYPES, DEPARTMENT-WIDE

IN PROGRESS ●

The idea of computers & Information Technology as a “necessity” in the Fire Service almost seems to be a bit absurd; at least that’s how it may have seemed 10 years ago. The reality is technology has rapidly become a major factor in *every* industry, including – *especially* – emergency response services. The limitations appear to be endless in terms of life saving, technological advancements occurring daily. Mobile Data Computers (MDCs) are essentially ruggedized laptops designed as communication tools between centralized dispatch offices and field personnel. MDCs are also used to display mapping and information relevant to an

emergency response situation. Generally, Longview Fire Department has been accustomed to only upgrading or replacing MDCs “as needed” or as budget savings allowed. The life expectancy of an MDC is approximately 3-5 years. During that timeframe, advancements in technology far surpass the machines capabilities. LFD utilizes MDCs in every front-line apparatus and many command vehicles. This equates to an overall operational need of approximately 45 MDCs (each medic unit is equipped with 2; one in front, one in back). With the cost of replacing one MDC averaging \$6,000 (with docking stations and required equipment), replacing them “as needed” can impose significant unbudgeted expenses which have the potential to accumulate incredibly fast. In 2013, the Fire Department, in coordination with the City Finance Department, was able to establish an ongoing replacement schedule to be included in all future annual budgeting of the Fire Department. Today, MDCs are the most commonly accepted mobile communications instrument of choice throughout the Public Safety, industry. However, there are many signs of the industry gravitating to more lightweight, less-expensive devices as the age of tablets and variety of mobile devices matures. The committee will continue to research all evolving trends and distinguish the available and most efficient options for Longview Fire Department.

With maintaining up-to-date MDCs, sustaining additional equipment in direct conjunction with their functionality becomes a major factor as well. Examples of such equipment include - but due to ever-evolving technology, is in no way limited to – wireless technology, routers, digital field equipment, GPS functionality, etc. This committee is also tasked with staying abreast of available possibilities and determining their impact on current, as well as future, needs of LFD.

## **2 ESTABLISH MORE EFFICIENT COLLABORATION WITH CITY IT & PSC DEPARTMENTS & CONTINUE PAST EFFORTS OF OBTAINING IT POSITION DEDICATED TO THE FIRE DEPARTMENT**

**IN PROGRESS** ●

In comparison to other City departments, as well as other Fire Departments in general, Longview Fire Department holds a very unique position in terms of IT & Communications support reliance and availability. The City of Longview Public Safety Departments include: the Police Department, the Fire Department, and Public Safety Communications (PSC). The oversight of PSC falls under the realm of the Police Department. This organizational structure is fitting simply because historically, Police Services have required a higher presence regarding the need for integrated computer technology. The City PSC Department holds three dedicated Systems & Technology authorized positions that function as support staff for the maintenance, research and development, trouble-shooting and implementation of PSC and Police Department

technological needs. The Fire Department relies heavily on PSC functionality and is greatly affected by any modifications, future planning, or performance issues that occur. In fact, the primary function of each Fire Department MDC is to provide access to the Public Safety CAD system, MobileCOM. Like the Police Department, the Fire Department is dependent upon PSC's Computer Aided Dispatching (CAD) system for all emergency response dispatching and communications. Fire Department Record Management Systems (RMS) integrate with CAD – again, just as Police RMS - and the collection of statistical information is derived from this shared system, as is the data required for EMS Billing Services and Revenues. Police hardware and software support is maintained by the dedicated Systems & Technology positions governed by PSC; such as MDC repairs, replacements, software installations and troubleshooting, contract negotiations, future planning, research and development, etc. This is where the Fire Department is unique. While so much reliance is centered around Public Safety Communications, the Fire Department does not have dedicated personnel responsible for the support and development of our emergency response systems. While *some* of these responsibilities do fall under City IT personnel, as a Public Safety Department, the Fire Department suffers greatly in many aspects due to this obstacle.

Through past budget proposals, the Department has requested a full-time IT position, and in its denial, a shared-position with IT to help address some of these concerns. This committee will once again evaluate and propose a viable option with an objective of benefiting all parties.

In 2013, the Department made *some* progress toward confronting this escalating problem. The reclassification of the Department's Office Manager to Fire Administrator provided a dedicated liaison between City IT and PSC. From a Fire perspective, lines of communication between City IT, PSC, and Fire have improved. The Fire Department's presence as a **stakeholder** has undoubtedly increased. Still, the Fire Department is many years behind its Public Safety counterparts.

### ③ UTILIZATION OF ADVANCED OPTIONS ALREADY INCLUDED IN CURRENT SOFTWARE, BUT NOT IMPLEMENTED

IN PROGRESS ●

As the Fire Department has slowly attempted to implement the very basic transitions of joining the Information Technology world around us, it has forced us to comprehend just how far behind we are. For example, in 2002, the department moved to an electronic database for the data collection and reporting of emergency response calls. This software, Firehouse, was purchased with several different modules in addition to call reporting; such as a Training

Module, Scheduling Module, Occupancy & Inspection Module, Staffing Module, as well as a wealth of other features specific to the Fire Service. The department began utilizing the call reporting module, but progress began to slow there. In 2006 – 4 years after the purchase of the software – the department began developing the Scheduling Module. This one implementation alone transformed the Fire Department’s complex 40+ hour **a week** payroll “position” into a 4 hour **biweekly** payroll “duty”. Similar instances have occurred with the use of our EMS reporting and billing revenue software. One application that is still awaiting development and implementation is the ability to transfer CAD data to our EMS software without the double, sometimes triple, data entry that we are currently forced to complete - *another feature that has been available since at least 2006.*

As previously stated, the Fire Department simply does not have a dedicated position(s) to the project management and development of streamlining IT projects. With new and even life-saving devices and equipment introduced to the Public Safety Industry daily, we have yet to afford the ability to take a step back and reapply the technology we already have. This group will attempt to evaluate some of the more pressing areas that will allow for much more efficiency and in return, much more time to dedicate to the citizens the Longview Fire Department serves 24 hours a day, 7 days a week. The examples are simply too numerous to expand upon.

#### **4 REVIEW AND EVALUATE CURRENT EMS & FIRE RECORDS MANAGEMENT SERVICES, AS WELL AS OTHER VIABLE SOFTWARE OPTIONS**

**IN PROGRESS ●**

In correlation with re-evaluating our current software capabilities, the group anticipates expanding their research to include a comparison of LFD products vs. what the Fire and EMS industry identifies as the leading products available today.

During this evaluation period, it will be exceptionally important to research the Industry’s Information Technology & Communications, existing and future trends from all aspects. This shall not be limited to software, but also instruments, devices, and costs associated with staying abreast with the future. Again, this is something that has never been addressed from the eyes of the Fire Department – whether the reason behind that be there was never a dedicated position, or that the need was so minimal it simply went unnoticed. In today’s “I need it now” technology driven world, it cannot simply go unnoticed any longer.

## **5 IMPROVE DEPARTMENT STATISTICAL DATA COLLECTION PROCESSES AND DEVELOPMENT**

**IN PROGRESS** ●

Progressing through the outlined topics of this group, it comes as no surprise yet another much needed area of improvement lies with the Fire Department's gathering, recording, and compilation of statistical data. As the department slips further behind in regard to IT & Communications and battles with applying available resources, this also puts a heavy burden on producing accurate statistical information in the most efficient way possible. While certainly, the data used in decision-making processes and future planning for the department is accurate and reliable, it is often attained by dated, less efficient means of collection. The information integration techniques available today allow for seamless report creation and information on-demand between multiple platforms.

As an additional component to this equation, the method in which data is input - beginning at the field level - serves as an area also in need of direction. As the department has always been a self-taught, learn-as-we-go department in terms of technology, there are very simple, very minimal guidelines set forth in regards to capturing data from the end-user perspective. The 2002 Strategic Planning Process initiated a department-wide understanding of how exceedingly valuable precise data and retention truly is in our industry. The department is not only under obligation by its many governing authorities to record, retain, and report emergency response data, it is also crucial for grant qualifications, future bond elections, ISO ratings, among numerous other justifications.

This group will continue to review, revise, and develop the expectations and methods of electronic data accumulation on all levels.

## **6 IMPROVE GIS & MAPPING FUNCTIONALITY**

**IN PROGRESS** ●

The advancements in mobile mapping functionalities are rapidly increasing. Today, PSC has the ability to dispatch an emergency response call to a corresponding unit MDC via the local CAD system. The system may then map the route of its location step-by-step with real time diversions or obstacles in place. Additionally, any related information is readily available to the emergency responder – situation status, building information, etc. The CAD system has the ability to automatically dispatch the closest available unit to the location of the emergency by knowing the exact coordinates of all apparatus using GPS & Mobile Mapping technology. There are systems available today that have the ability to remote-in to traffic cameras, security

cameras (for instance in a school), or other means while in route to a location in order to get a more clear understanding of what is taking place real time. Using GIS mapping applications, we have the ability to import call data from our local software systems and generate a multitude of visual representations of invaluable information. These illustrations may span over topics such as, which areas of the City we most frequently respond to, identifying response time areas in need of improvement, future station location planning, among so many others. Today, Longview Fire Department does not utilize GPS or Mobile Mapping in our apparatus. We **have** the technology in place. We **have** the required equipment in our apparatus. We share the same CAD system with the same Mobile Mapping capabilities as our City Public Safety counterparts who do apply many of these features in their daily operations, however, we **do not have** dedicated staff in place to implement or improve this functionality from the Fire Department perspective. This group will attempt to provide a plan to help get these projects in motion.

## **7 TROUBLESHOOT & IMPROVE COMMUNICATIONS CONNECTIVITY IN FIRE APPARATUS & FIRE STATIONS**

**IN PROGRESS** ●

The City's Public Safety Division as a whole primarily relies on Public Safety Communications Computer Aided Dispatching (CAD) system. With many different software applications between all three Public Safety Departments and their integration with CAD data, maintaining consistent, reliable connectivity to all is an extremely large task. Each time a change or modification is made it has the potential to affect all parties. As the Fire Department strives to meet the demand of Information Technology in our industry, the complexity and reliance on connectivity intensifies as well. Once again, the oversight of these anticipated needs likely stem from the mere fact that Information Technology has expanded so rapidly over the years. The need has been gradual, yet only escalates higher every day. In an attempt to keep pace with evolving PD/PSC systems, over the years the Fire Department, in conjunction with City IT & PSC, have put into place a number of different solutions to increase mobile connectivity. We have placed Mobile "HotSpots" (wireless routers) in all front-line medic units, installed wireless access points in the bays of all fire stations, equipped all new MDCs with internal wireless cards & GPS, and partnered with the Police Department to allow LFD access to PSC's existing NetMotion mobile connection. This purpose of this partnership was to provide more secure, more stable connectivity between dispatch and LFD mobile units. Still, the department continues to experience poor connections, significant downtime, and speeds that are often less than average. The group would like to closely monitor these instances and attempt to pinpoint some of the underlying problems.

## **8 IMPROVE DEPARTMENT WEBSITE, SOCIAL MEDIA, & PUBLIC INFORMATION PRACTICES SPECIFICALLY GEARED TOWARDS INTERNET-BASED COMMUNICATIONS**

**IN PROGRESS ●**

Another area clearly identified as requiring attention within the department is communication provided through online resources. While this subject does not require a great deal of “technical” responsibility on the forefront, it has always typically fallen under the duties of someone who’s a little more computer savvy and technically inclined. Prior to 2006, the department’s website was maintained by a shift Firefighter. While these responsibilities did not fall within a Firefighter’s job duties, like many other times, the department utilized its complete staff where applicable. The problem with this duty in particular, however, is availability. This is a daily duty that requires consistency. Website maintenance was then transferred to the now, Fire Administrator, with other sections such as Fire Prevention & Fire Training responsible for their respective sections. With changes in personnel occurring due to promotions and/or turnover, the department has struggled to maintain adequate focus on the website as well as social media outlets. Social Media has flourished over the last 5-7 years. The public wants to know what is happening along with all of the details on-demand. There is much more information the Fire Department strives to make available for public visibility; yet, once again dependent upon the most accurate data as well as staffing to reach this goal. The group will review and establish an outline of how we communicate today vs. how we want to better communicate tomorrow.



# Strategic Plan

## Group Members

### A Very Special Thanks!

Thanks to the participation and dedication of the below team members of Longview Fire Department, we are well on our way to the completion of a comprehensive Strategic Plan!

Developing a road-map for the future of OUR department is not an easy task. It requires a **TEAM** effort. These individuals have demonstrated their willingness to take an active role not only for the betterment of our department, but for the safety and well-being of the citizens of Longview.

① Fire	② EMS	③ FMO	④ Training
Chief Wayne Oldam (Chair)	Chief Hank Hester (Chair)	Chief Johnny Zackary (Chair)	Chief George Glenn (Chair)
Captain Bert Edwards	Captain Phil Weis (Co-Chair)	Capatin Kevin May	Captain Josh Tanner (Co-Chair)
Driver Michael McNatt	Captain Brian Jones	Firefighter Josh Jordan	Captain Stoney Stone
Firefighter Kelcey Trotty	Driver Jeff McAuley		Driver Ramey Blalock
	Interim Driver Carlee Cilk		Driver Cullen Wilder
	Firefighter Jack Buttram		Driver Chris Wilson
	Firefighter Kerry Fletcher		Firefighter Tony Marshall
⑤ Special Ops	⑥ Maintenance	⑦ Dispatch	⑧ Infrastructure
Captain Andy Parker (Chair)	Chief David Bates (Chair)	Chief Roger Groves (Chair)	Chief J.P. Steelman (Chair)
Captain Steve Dankers (Co-Chair)	Chief Buddy Anderson	Firefighter Matthew Kropchuk	Chief Steve Green (Co-Chair)
Captain Cory Crowell			Captain Michael Wylie
Interim Captain Eric Karling			Driver Justin Jenkins
Interim Lieutenant Travis Pickle			Driver Nathan Crow
Driver Ryan Howard			
Firefighter Shawn Stone			
⑨ Misc	⑩ IT & Communications		
Chief Curtis Shaw (Chair)	Kristine Green (Chair)		
Driver Brian Vickery	Firefighter Clay Kitchens (Co-Chair)		
Driver Kelly White	Firefighter Matthew Kropchuk		
Driver Ross Dyer			
Firefighter Steve Denfeld			