

Strategic Plan for the Fairfield Glade Fire Department

April 2026

Introduction

The Strategic Plan for the Fairfield Glade Fire Department (FGFD) aims to enhance our community's safety, improve our operational efficiency, and ensure sustainable growth.

This is a working document that will guide the Fairfield Glade Fire Department and the Fairfield Glade Fire Department Board (FGFD BOD) in concert with the Fairfield Glade Community Club to ensure the values and missions of each organization are aligned and meet the needs of the community.

The Plan is created by the FGFD BOD Strategic Planning Committee which includes representatives from the FGFD, the FGFD Board, and subject matter experts in the community who helped shape and create a comprehensive plan for the department and the Fairfield Glade Community.

This plan outlines our values/mission, goals, strategies, and action plans for the next five years and serves as the basis for annual and long-term financial and resource planning. The plan shall be reviewed, updated and approved by the FGFD BOD annually as needed.

Fairfield Glade Community Club Core Value #1

Providing a safe and secure environment for our members and guests. The foundation of a comfortable lifestyle is having the confidence that we live in a safe and secure community. That assurance is central to our ability to relax and enjoy our lives here with our family, friends, and neighbors. We strive to provide the community-wide security that is needed to protect us and our property from harm, creating an environment that helps us to be free of worry for our safety, and that of our visitors.

Fairfield Glade Fire Department Mission Statement

To protect the lives and property of those within the Fairfield Glade Community from fire, and other emergencies, whether natural or manmade, through fire suppression, emergency care, and public education, and by continuous training.

2026 Goals

- **Continue to enhance EMS Capabilities:** Improve the skills and readiness of our volunteers through ongoing training and development.
 - Implement EMR program
- **Community Engagement:** Strengthen our relationship with the community through outreach and educational initiatives.
- **Financial Planning and Funding:** Ensure the efficient use of resources through long term planning and ensure **that** a plan **is in place** to secure funding for future needs and community growth.
- **Sustainability – Personnel, Equipment and Facilities:** Develop strategies for long-term sustainability of the FGFD.

Strategies and Action Plans

Enhance Firefighting and EMR Capabilities

- **Firefighter and EMR Training Program:** Maintain the current comprehensive program. **\$8K annual**
- **Training Opportunities:** Continue to work with the surrounding fire departments (Cumberland County and City of Crossville) to coordinate training opportunities.
- **Advanced Certifications:** Encourage volunteers to obtain additional certifications and specialized training including emergency medical response, wildland and water rescue, wildland fire, fire engineers and fire technology.
- **Paid Personnel:** With the move to the new Fire and EMS Station 1, explore potential for a future Hybrid Fire Department which may include the option of paying a driver/engineer to respond to the scene from the fire station.
- **Emergency Medical Responder (EMR) program:** Continue to train, and staff an EMR program in conjunction with the Fairfield Glade Police Department and other community stakeholders.
 - **Develop metrics regarding success of EMR – saving lives, response times; donations**

Community Engagement

\$1K per person – 2 classes in 2027

- **Educational Programs:** On-going communications regarding fire safety, home evaluation program, Firewise, and fire extinguisher use for businesses, and

community groups. Estimate \$20K / year for equipment and supplies to support the program.

- **Develop an educational PowerPoint presentation for FD personnel to use when talking about the FD – Greg, Tom and Clyde to work with Don.**
- **Community Events:** Participate in community events to raise awareness and build relationships.
- **Public Relations Campaign:** Launch a public relations campaign to highlight the department's contributions and encourage volunteerism. More open houses when the new station is open.
 - **Investigate having a Public relations manager**
 - **Neighborhood presentations (once we get PP slides)**
- **Ongoing Community Involvement:** Review current public engagement programs which include address signs, smoke detectors, CO monitors, and Fire Safety checks. Update these programs as needed.

Operational Effectiveness

- **Community Risk Assessment:** Continue to work with the State Fire Marshal's Office and the Cumberland County Emergency Management Team to review the current plan and continue development of an overall plan for Fairfield Glade that meets the future needs of the community.
- **Develop metrics to determine effectiveness of being an all-volunteer FD vs operating as another model.**
- **Continue to update Pre-fire plans.**
- **Monitor and update water access** including hydrant expansion, and hydrant repairs.
- **Mutual Aid:** Maintain and update existing agreements with Cumberland County FD and Crossville FD
- **ISO Rating** - Establish a permanent working group, including FGFD chief, to review the previous ISO report and identify areas of improvement for maintaining an ISO rating of 4 or less.

Sustainability - Personnel

- **Volunteer Recruitment and Retention:** Continue to develop recruitment campaigns to attract and retain volunteers. These campaigns may include:

- More targeted recruitment accentuating types of roles with the FD.
- Staffing community events with FGFD personnel to recruit new members.
- Utilize local newspaper & social media to recruit firefighters.
- Regular review growth of the Fairfield Glade community and access the possible need for potential paid shift opportunities.
- **Leadership Development:** Create leadership development programs to prepare volunteers for future leadership roles. This should include an ongoing evaluation of bench strength for the critical positions within FGFD by defining requirements for those positions and providing opportunities for current personnel to obtain them. Develop a succession plan for FGFD Chief, Engineers, and future Officers.

Sustainability – Vehicles and Equipment

- **Develop a vehicle replacement schedule.** Develop a 10-year replacement schedule for all fire apparatus and support vehicles. The schedule will consider the growth of Fairfield Glade and the challenge of maintaining our current ISO rating. The schedule shall define and prioritize the type of apparatus and support vehicles to replace, look for opportunities to modernize the fleet at the earliest possible dates, and look to maximize the return on the investment.

Equipment	Year in Service	Anticipated Replacement Year	Estimated Replacement Cost
E-1	2005	2035	\$1,000,000
E-2	2024	2044	TBD – Not in 10 yr planning cycle
E-3 (reserve)	2003	2027	\$600,000 – need PO in 2026
E-4	2010	2030	\$900,000
SQ-31	2005	2025	NOT TO Be replaced
Multi-use response vehicle	2026		\$225,000
Chief's car	2021	2031	\$55,000
EMR Vehicle 1 (Hydrant truck)	2021	2031	\$5000 - 2026
EMR Vehicle 2 (may be donated)	TBD	TBD	\$5000 - 2026
Old Chief's car	To be sold in 2026		
Side by Side Vehicle		2033	\$20,000

Note: Rolling Fire apparatus is not considered by the insurance industry as a usable fire truck as a front-line apparatus after 25 years of age.

- **Equipment Replacement plan:** Develop a replacement schedule for all firefighting equipment including firefighter PPE, apparatus equipment, communications, and other mission critical items. **\$100K / yr – in capital budget**
- **Equipment Maintenance:** Implement a regular maintenance schedule for all firefighting equipment. Said schedule should be updated regularly and no less than annually.

Sustainability – Facilities

- **New Fire Station:** Continue to advise and provide input to the FGCC related to the new fire station to be completed in 2026.
- **Auxiliary Fire stations:** Continue to provide input and recommendations to the FGCC for potential expansion of auxiliary stations. This input shall include:
 - Coordination with FGCC to consider budget options, locations for potential new satellite stations and the needs for the interior of the new buildings.
 - Develop the need for changes to the auxiliary stations
 - Increase visibility with Bill Ward and 10-year planning committee
- **Technology Integration:** Ensure FGFD keeps current with communication needs including mutual aid by Continuing to work with Cumberland County Emergency Communication District to stay current in dispatch technology, the use of smartphones, and updated devices in the responding vehicles.
 - Maybe a dependency on dispatching EMR
- **Plan to equip the new fire station with sufficient IT and computer** equipment for maintenance records, run reports, training records, asset tracking, and other documents as needed.
- **Continue to update Training Facility**

Financial Planning and Funding

- **Community Education:** Education of the community on the financial aspects of the FGFD including the revenue and expenses, both operating and capital.
- **FGCC Funding:** Maintain consistent funding from the Fairfield Glade Community Club which includes developing a Memorandum of Understanding with the FGCC to define relationship with the FGFD to include funding, expectations, responsibilities, and priorities.
- **Long-term Financial Planning:** Annually develop a long-term financial plan which supports the Strategic Plan.

- **Grant Raising:** Continue the grant process to include the feasibility of hiring a professional grant writer that specializes in EMS and Volunteer Fire Departments to secure funding from government agencies, private foundations, and corporate sponsors.
- **Fund-raising:** Fund-raising activities need to be balanced with ensuring FGFD has sufficient funds to cover operating and capital needs weighed against perception of over-extending our requests for contributions. As such the FGFD BOD needs to annually re-evaluate and approve proposed fund-raising efforts. Currently fund-raising activities are broken down as follows:
 - **Community Events**
 - **Annual Open House:** Should consider annual open house or community picnic once the new fire station opens in 2026.
 - **Annual Fund-raising mailer & Quarterly newsletters**
 - **Sponsorship program** which is aimed at securing corporate sponsors.
 - **Annual Recognition Programs** – Review program for both individual donors and corporate sponsors.
 - **Targeted Fund-raising events** aimed at securing funding to cover specific equipment.

Conclusion

This strategic plan sets a clear path for the Fairfield Glade Fire Department to achieve excellence in service, enhance community safety, and ensure long-term sustainability. By following this plan, we will be better equipped to respond to emergencies, engage with the community, and manage our resources effectively.

2026 STRATEGIC PLAN ACTIONS AND ASSIGNMENTS

	Action item	Responsible Action Owner(s)	Target Completion Date
Item 1	Develop metrics regarding success of EMR – saving lives, response times; donations	Bob Arida Mike Grossman	
Item 2	Develop an educational PowerPoint presentation for FD personnel to use when talking about the FD	Greg Monahan Tom Kress Clyde Angel Don Arbuckle	
Item 3	Investigate having a Public relations manager	Don Arbuckle	Done
Item 4	Neighborhood presentations (once we get PP slides)	Tom Kress	
Item 5	Continued development of an overall risk plan for Fairfield Glade that meets the future needs of the community.	Keith Larkin	
Item 6	Develop metrics to determine effectiveness of being an all-volunteer FD vs operating as another model.	Dave Corocoran Mike Grossman Greg Monahan	
Item 7	Continue to develop recruitment campaigns to attract and retain volunteers.	Tom Kress Rick Hicks	
Item 8	Purchase MPV	Chief Kirk	Completed April 2026
Item 9	Recommend next apparatus to Board to action in 2026 for arrival in 2027	Chief Kirk	
Item 10	Develop a replacement schedule for all firefighting equipment including PPE, apparatus equipment, communications, and other mission critical items.	Chief Kirk Greg Monahan Kurt Werhmann	
Item 11	Increase visibility with Bill Ward and 10-year planning committee regarding future needs for Stations 2 & 3	Dave Corocran Fritz Ring	Already advised Bill Ward. Bill to provide contact on FG Strategic Planning Comm
Item 12	Plan to equip the new fire station with sufficient IT and computer equip		