

# SMYRNA FIRE DEPARTMENT



2025-2030

# STRATEGIC PLAN

INTEGRITY | SERVICE | ACCOUNTABILITY

COMMUNITY | COMMITMENT



PUBLISHED  
**MARCH 2025**

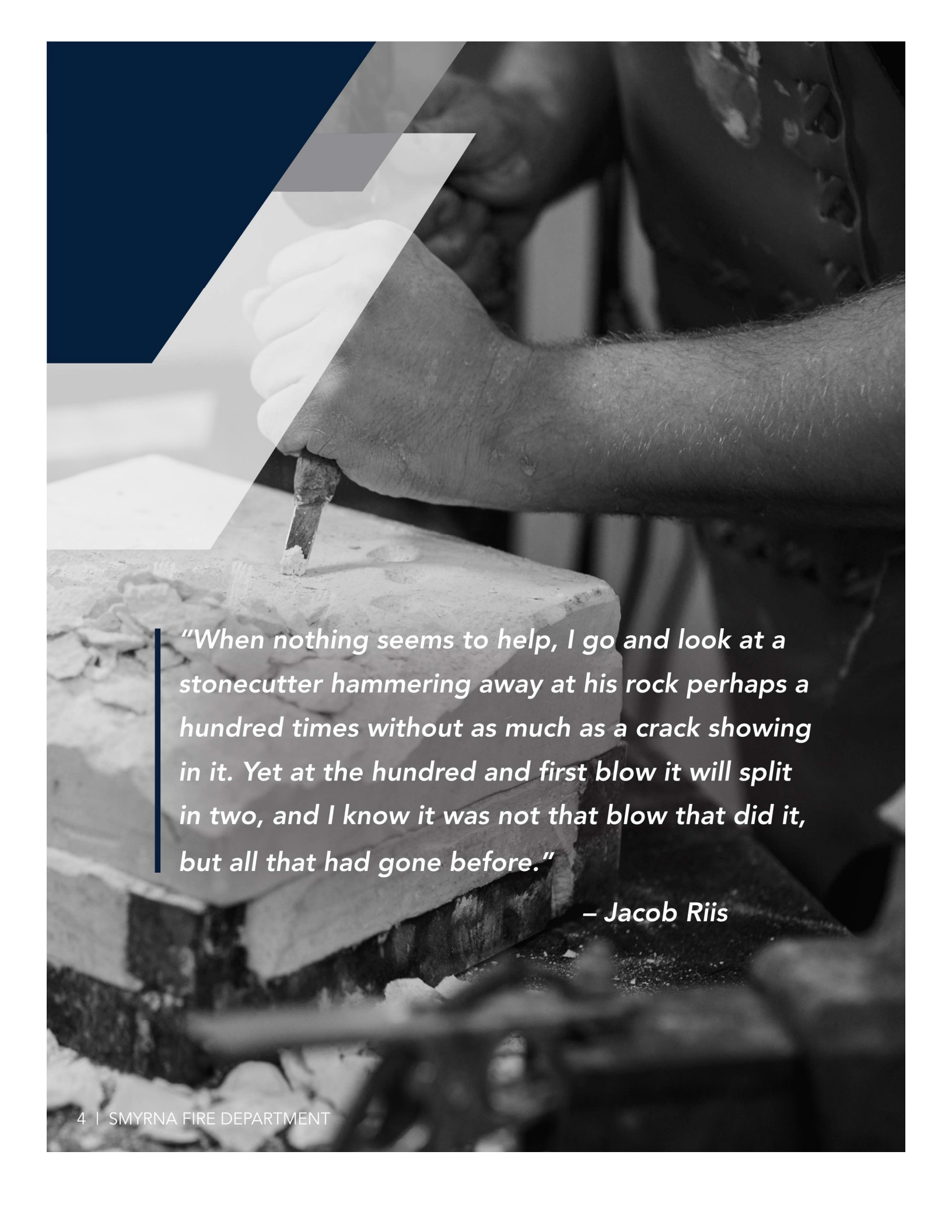


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*"When nothing seems to help, I go and look at a stonecutter hammering away at his rock perhaps a hundred times without as much as a crack showing in it. Yet at the hundred and first blow it will split in two, and I know it was not that blow that did it, but all that had gone before."*

*– Jacob Riis*



# MESSAGE FROM THE CHIEF



It is the honor and privilege of a lifetime to serve as Fire Chief alongside the men and women of the Smyrna Fire Department. Since joining the department in 2006, my confidence in the incredible skill professionalism, and commitment of our sworn and civilian personnel grows stronger every day.

As we continue to advance our mission and improve our readiness to meet future challenges, I want to reaffirm our path forward. The mission remains our focus and everything we do will support its stated objectives: save lives, protect property, and improve the quality of life in our community. Looking ahead, the Smyrna Fire Department will continue to build upon “A Tradition of Excellence” through these initiatives:



I want to acknowledge the citizens, elected officials, city leaders, and department members that participated in the planning process. Stakeholder feedback is crucial to our success as a fire department. All members of the department were encouraged to provide feedback and express their thoughts and ideas.

I am proud to present the 2025-2030 strategic plan for the Smyrna Fire Department. I firmly believe that this plan will lay the groundwork on our journey to becoming a best-in-class fire department and serve as a road map to our future success as an organization.

Respectfully,

*Brian Marcos*

Fire Chief, Emergency Management Director

# ACKNOWLEDGMENTS

The development of this strategic plan was made possible through the commitment of the following fire department members and city leaders.

## SMYRNA FIRE DEPARTMENT PLANNING TEAM MEMBERS

**Kelly Bastis**, Administrative Services Coordinator/Accreditation Manager  
**Jacob Bower**, Battalion Chief (A-Shift)  
**Paul Burns**, Lieutenant (A-Shift)  
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**Arcelio Davis**, Lieutenant (B-Shift)  
**Dustin Davey**, Deputy Chief (Administrative Services)  
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**Jason Evangelista**, Captain (C-Shift)  
**Eric Farmer**, Battalion Chief (C-Shift)  
**Tim George**, Captain (EMS Director)  
**Alexander Grosso**, Firefighter (B-Shift)  
**Timothy Grubaugh**, Captain (Fire Prevention)  
**Brian Marcos**, Fire Chief  
**Evan McBrayer**, Lieutenant (Emergency Management)  
**Eric Mohrmann**, Deputy Chief (Emergency Services)  
**Emanuel Moore**, Firefighter (A-Shift)  
**Kyle O'Bryan**, Battalion Chief (B-Shift)  
**Joe Paul**, Captain (A-Shift)  
**April Phillips**, Administrative Assistant  
**Dominique Purifoy**, Firefighter (C-Shift)  
**Ronald Sadowski**, Captain (B-Shift)

## MAYOR AND COUNCIL

**Derek Norton**, Mayor  
**Glenn Pickens**, Ward 1  
**Latonia P. Hines**, Ward 2  
**Travis Lindley**, Ward 3  
**Charles Welch**, Ward 4  
**Susan Wilkinson**, Ward 5  
**Tim Gould**, Ward 6 (Mayor Pro Tem)  
**Rickey N. Oglesby, Jr.**, Ward 7

## ADMINISTRATION

**Joseph Bennett**, City Administrator  
**Kristin Robinson**, Deputy City Administrator/Finance Director  
**Richard Garland**, Community Services Administrator

# LOOKING BACK

Historical records refer to a “Fire Brigade” in Smyrna as early as 1896. Following a large cotton warehouse fire near downtown, there were several attempts to organize what would eventually become the City’s first organized fire department in 1899. In 1953, the city purchased its first “new” fire truck as a first step towards transitioning into a career department.

The newly established combination (volunteer/paid per call) department responded to its first call on May 5, 1954, and held an open house as a way of showcasing the new facility and equipment to the community. In August 1973, the cadre of volunteers responded to their last call and the department was transformed into a fully paid organization.

In May 1987, the fire department assumed rescue and emergency response duties from the local Civil Defense group.

Over the last decade, the Smyrna Fire Department has worked diligently to keep pace with the growth of the city. There have been several changes in the department that have improved performance and impacted outcomes in a positive way.

- Administrative Support
- Blue Card Command
- Career Development Matrix
- EMS Specialist Position
- EMS Specialist Pay
- Health and Safety Officer
- New Extrication Equipment
- Paramedic Supplemental Pay
- Professional Leadership Training
- Relief Driver Training
- Specialty Pay
- Training Facility
- Additional Response Personnel
- Cancer Prevention Initiatives
- Class & Compensation Study
- Emergency Operations Center
- Fire Station 2 Replacement
- Leadership Development
- New Gear Washers/Dryers
- Performance Appraisals
- Records Management Systems
- Smyrna Safe Business Program
- Staffing Model at Station 4
- United Leadership Program
- Adoption of Leadership Principles
- Captain Positions
- Community Risk Assessment
- EMS Director Transition
- Future Firefighter Program
- Lexipol
- New Technology
- Position Reclassification
- Recruit School
- Special Events Team
- Target/Vector Solutions
- Vehicle Replacement

Today, the department is approved for 90 full-time staff members across five operational divisions and offers a range of services, including fire protection, emergency medical response, and community risk reduction.

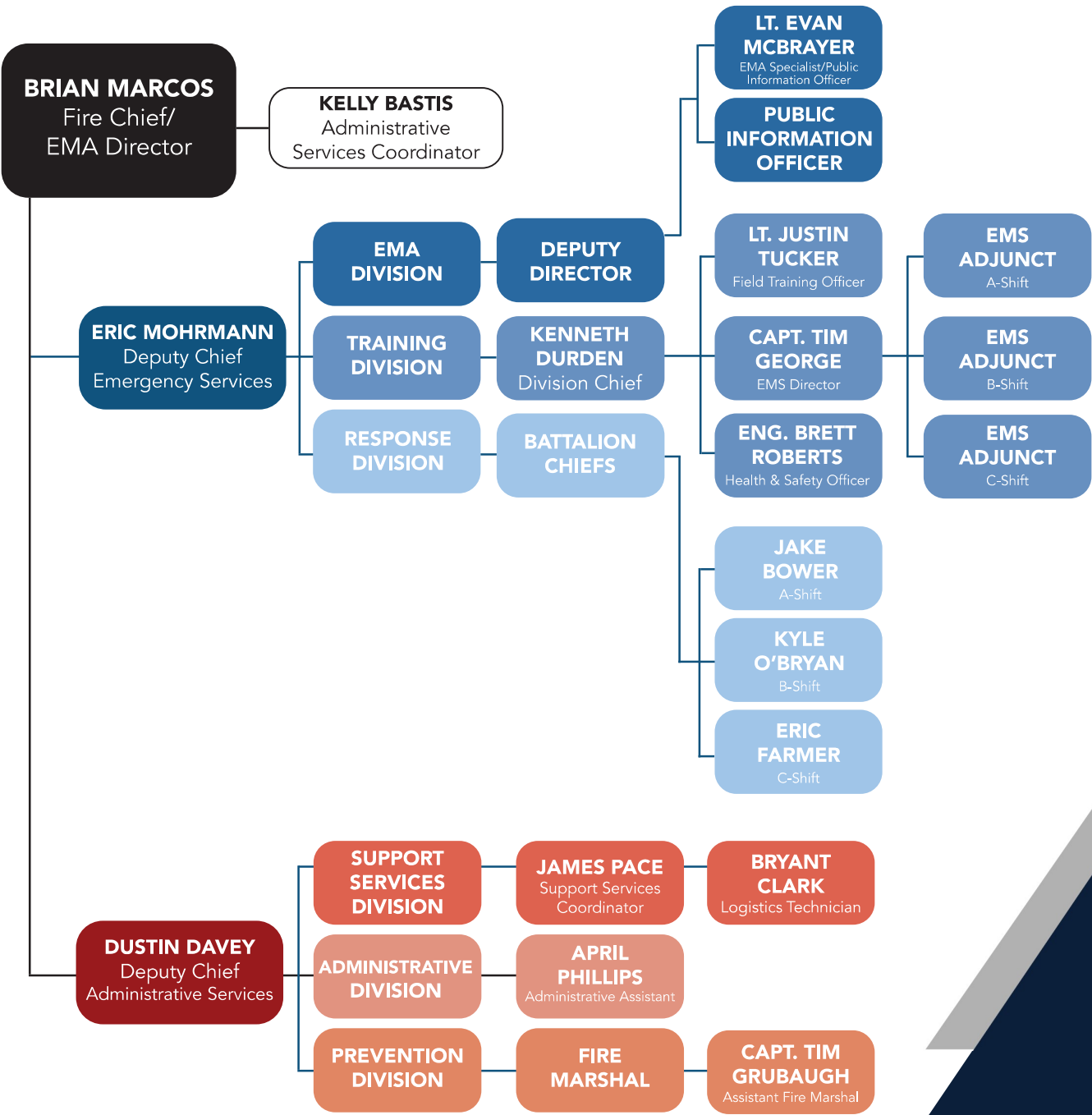
The largest division within the department is the Response Division. Personnel assigned to this division staff the city’s five fire stations, strategically located throughout Smyrna. Each fire station houses essential emergency response equipment, allowing the department to promptly respond to fires, medical emergencies, and other calls for service.

**IN 2024, THE DEPARTMENT RESPONDED  
TO NEARLY 7,982 CALLS FOR SERVICE.**



# ORGANIZATIONAL STRUCTURE

## 2025



# SERVICES PROVIDED TO THE COMMUNITY

The following list outlines the current programs and services offered to the community:

**AMBULANCE SERVICE:** Services related to transporting patients to hospitals. This service is not provided by the Smyrna Fire Department. All ambulance services within Smyrna (Cobb County) are private companies contracted by the county.

**COMMUNITY RISK REDUCTION EDUCATION:** Services related to educating the public to lower community risks. Services provided by the Smyrna Fire Department such as training school age children in fire safety or similar training, fire extinguisher training, smoke alarms, adult & senior safety training, CPR/First Aid, etc.

**EMERGENCY MANAGEMENT:** The mission of the Emergency Management Division is to develop plans and procedures that provide an efficient and effective response to the threats facing the City of Smyrna. By developing and exercising our all-hazards plan, we strive to minimize the impacts of an emergency or disaster on our citizens, visitors, the environment, and the city's economy. The Emergency Management Division has various Memoranda of Understanding (MOU) and agreements in place to strengthen our response capabilities and continue to develop additional agreements that enhance our working relationships with local, federal, and state partners. Smyrna is one of only two cities with their own Emergency Management Agency recognized by the State of Georgia.

**EMERGENCY MEDICAL SERVICES** - Services related to medical emergencies which do not include ambulance service. Incidents involving heart attacks, strokes, diabetes, trauma & injuries, breathing problems, illnesses, etc.

**FIRE INVESTIGATIONS:** Services related to investigating fire cause and origin. Incidents involving arson investigation, issuing of citations, enforcing outdoor burning regulations, etc.

**FIRE MARSHAL'S OFFICE (CODE ENFORCEMENT):** Services related to preventing fires and enforcing life safety codes. Building inspections, building safety systems, sprinkler requirements & inspections, local ordinances, construction plan review, etc.

**HAZARDOUS MATERIALS MITIGATION:** Services related to identifying, preventing, and stopping releases of hazardous materials into the community. Large fuel spills, chemical releases, etc.

**Fire Suppression** - Services related to extinguishing fires. Incidents involving building fires, vehicle fires, grass & woods fires, etc.

**TECHNICAL RESCUE:** Services related to highly technical rescue operations. Incidents involving victim extrications for motor vehicle accidents, trench rescue, high angle rescue, water rescue, below grade or confined space rescue, building collapse, etc.

# ENVIRONMENTAL SCAN

Conducting an environmental scan for the Smyrna Fire Department's strategic plan involved analyzing internal and external factors that impact the department's operations and effectiveness. This scan helped identify strengths, weaknesses, opportunities, and challenges (SWOC) that can inform strategic decisions.

**MAY-JULY  
2023**

Stakeholders were invited to provide feedback through an online survey and several in person meetings. The insights gathered from the surveys, combined with data collected during in-person meetings, served as the foundation for establishing priorities and formulating recommendations for future service delivery.

**APRIL  
2024**

The Smyrna Fire Department facilitated an intensive planning workshop held offsite at the Cobb County Chamber of Commerce where a diverse group of fire department personnel met to review past accomplishments, learn where the department is currently and refocus the vision for the future.

**MAY  
2024**

In December of 2022, the department engaged Dynamix Consulting Group to develop a Community Risk Assessment: Standards of Cover which was published in May 2024.

**JUNE  
2024**

One-on-one sessions were scheduled with the Mayor and City Council to ensure that priorities were in alignment with the direction of our city.

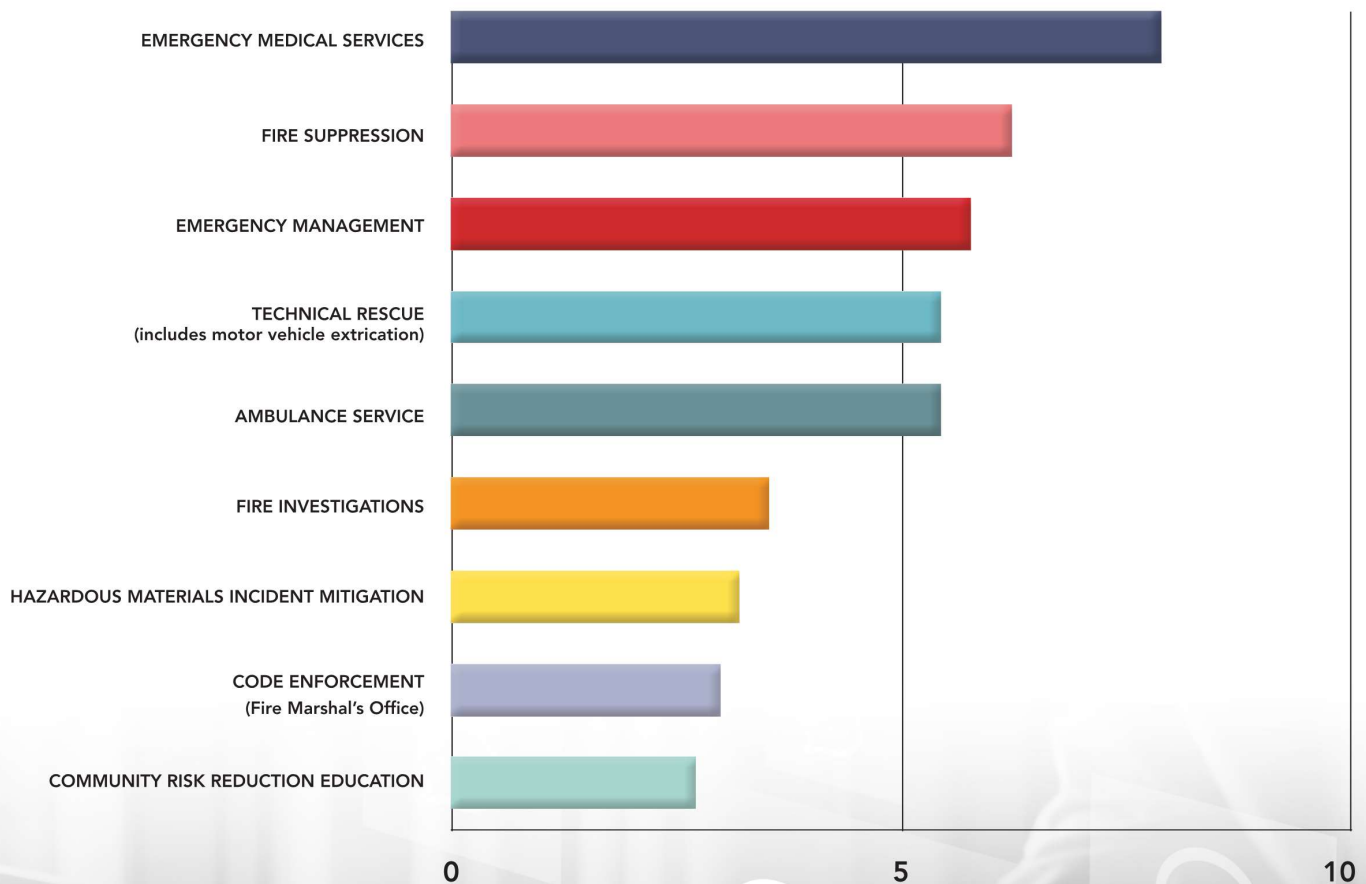
**JULY  
2024**

Strategic plan development



# COMMUNITY PROGRAM AND SERVICE PRIORITY

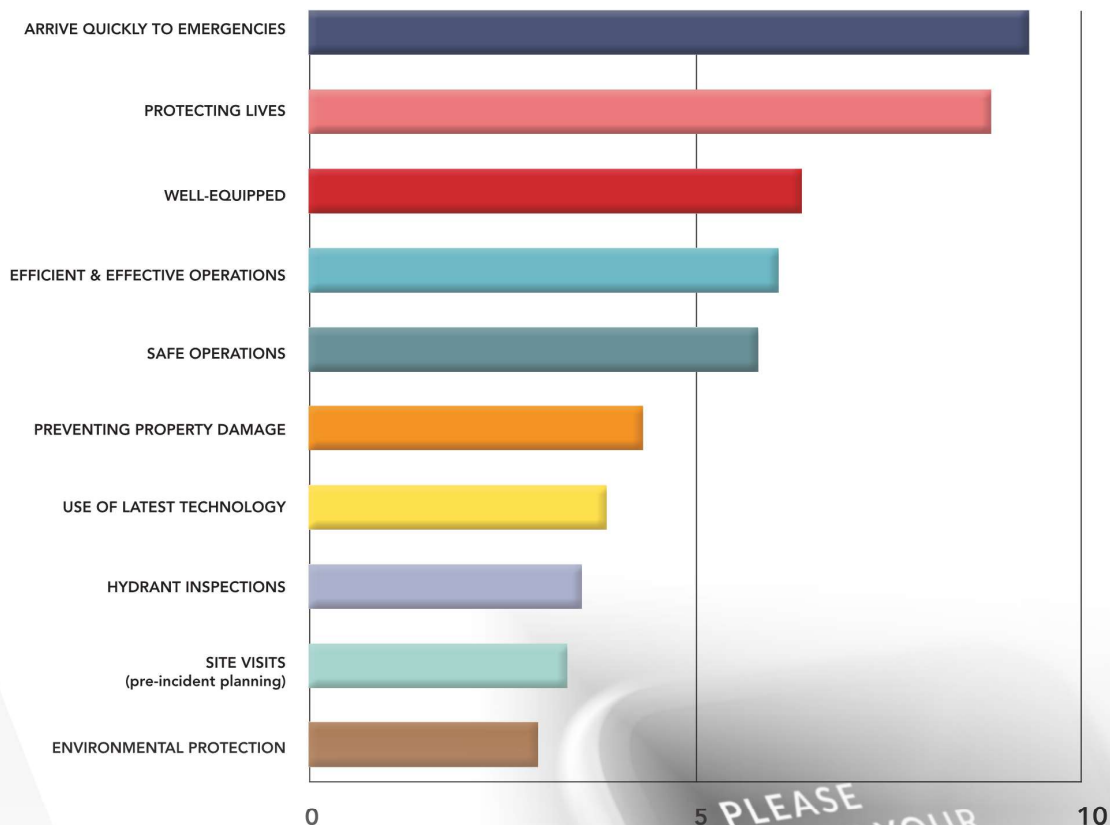
As a part of the online survey, community members participated in ranking the nine fire department programs based on their importance. The results revealed that Emergency Medical Service held the top position, with a score 7.78. Fire Suppression closely followed at 6.49. In contrast, Code Enforcement and Community Risk Education received the lowest rankings, scoring 3.19 and 3.03, respectively.



FEEDBACK

# COMMUNITY EXPECTATIONS

Understanding the community's expectations of their fire and rescue service is crucial for developing a comprehensive and forward-thinking strategy. With this insight, it may be necessary to adjust or reinforce internal priorities to meet the community's needs. Below are the primary expectations of community stakeholders. Their top two expectations are that the fire department arrives quickly to emergencies (9.29) and protects lives (8.80). Conversely, community members rated site visits/pre-incident planning (3.51) and environmental protection (3.17) as the lowest priorities.



## FIRE DEPARTMENT EMPLOYEE SURVEY

In May 2023, members of the department were encouraged to provide their opinions on working conditions and the services we provide through an employee survey. **Ninety-two percent (92%) of fire department personnel provided feedback through the survey.**

Results indicated that Firefighter Health and Safety (40%), Staffing (20%) and Apparatus (17%) should be a priority moving forward.

**Overall (79%), most employees strongly agreed with the statement: "I am proud to tell other people that I work for the Smyrna Fire Department." Additionally, more than half indicated that morale, internal communication, and work environment were "good" or "excellent."**

# 2021-2024 CITY OF SMYRNA STRATEGIC PLAN

In 2020, the City's Administration team established a strategic planning committee led by the Fire Chief and several other department heads. The planning team worked to provide clarity and establish service priorities. The plan adopted by the Mayor and City Council identified five focus areas which are supported through the annual budgeting process:

1. Quality of Life
2. Economic Development
3. Employee Excellence
4. Community Development
5. Civic Engagement

*"You're a highlight reel for Smyrna because of what you do."* -Mayor Norton  
*"Citizens are served well."* -Mayor Norton

## STRATEGIC PRIORITIES

In June 2024, the Fire Department's executive leadership team invited each City Council member and Mayor Norton to individual meetings to better understand their priorities and explore how the fire department could support their initiatives. Below are a few themes that emerged:

**COMMUNITY ENGAGEMENT:** This involves actively involving community members in decision-making processes and activities. It can include town hall meetings, community surveys, and volunteer opportunities. Engaged communities tend to be more cohesive and resilient.

**ECONOMIC DEVELOPMENT:** This focuses on improving the economic well-being of a community. Strategies can include supporting local businesses, attracting new industries, and providing training programs. Economic development can lead to more job opportunities and a higher quality of life for residents.

**THINKING AHEAD:** This is about planning for the future. It involves strategic planning, forecasting future needs, and being proactive rather than reactive. This can include everything from infrastructure improvements to sustainability initiatives.

**PROVIDING A HIGH LEVEL OF SERVICE:** This means ensuring that community services (like fire & EMS) are efficient, effective, and accessible to all residents. High-quality services can greatly enhance the livability of a community.

**PUBLIC SAFETY:** This is crucial for any community. It involves not only policing but also community-based safety initiatives, emergency preparedness, and creating safe public spaces.



# MISSION (PURPOSE), VISION & VALUES

## CITY OF SMYRNA MISSION & VISION

Smyrna will achieve the highest levels of community attachment and commitment by providing academic excellence for our children, fully involving our citizens in all aspects of the community, creating leadership opportunities for all residents, establishing high expectations for our quality of life and place, and creating a strong identity and image.

## SMYRNA FIRE DEPARTMENT PURPOSE STATEMENT, VISION & VALUES

The Smyrna Fire planning team was charged with reviewing and assessing the existing statements for continued relevance. The team affirmed the organization's current purpose and vision during the off-site planning retreat in April 2024.

### VISION STATEMENT

To be recognized as a leader in community risk reduction, excel at developing our people, and building enduring partnerships.

### PURPOSE STATEMENT

We are an "all-hazards" organization with a focus on community risk reduction and an exceptional readiness to respond to emergencies. We save lives. We protect property. We improve the quality of life in our community.

### CORE VALUES

While the core values remained consistent, the committee emphasized the importance of defining each value more explicitly:

**Accountability - Own it.**

**Commitment - All in.**

**Community - Everyone together.**

**Service - Others first.**

**Integrity - Do right.**

# STRENGTHS & WEAKNESSES

## STRENGTHS

Strengths are the qualities that enable the accomplishment of an organization's mission. They serve as the basis on which continued success can be achieved and sustained.

Strengths include areas in which you are well-versed and have expertise, the traits and qualities of team members, and organizational consistency. Strengths are the beneficial aspects or capabilities of the organization, which include human competencies, committed employees and members, process capabilities, financial resources, products and services, customer goodwill and brand loyalty. Strengths can be tangible or intangible.

Smyrna Fire embodies a diverse range of strengths, including technical skill, compassion, resourcefulness, adaptability, and strong leadership. It fosters camaraderie, prioritizes employee well-being through benefits and training opportunities, and maintains a progressive mindset. Their commitment to continuous improvement, communication, and accountability ensures a positive work culture, where dedication, passion, and a strong work ethic thrive.

## WEAKNESSES

Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential. Weaknesses deteriorate organizational success and growth and are factors that do not meet acceptable standards. Some examples are insufficient research, narrow product range, poor decision making, lack of communication, obsolescence, etc. However, weaknesses are controllable and must be minimized or eliminated.

Despite its many strengths, it is imperative to acknowledge a few areas for improvement. Mentioned in the survey were staffing issues. More specifically, staffing related to the number of Paramedics, personnel assigned to the fire prevention division and support staff positions which all impact service delivery.

Additionally, there were several comments related to the reliability of the emergency response fleet. Fleet maintenance challenges hinder operational efficiency, and the absence of a dedicated EVT (Emergency Vehicle Technician) affects overall productivity.

Lastly, building confidence in certifications across EMS levels and leveraging experienced personnel, especially those operating heavy equipment, are essential for future success. Addressing asset oversight, optimizing warehouse, equipment, and EMS storage should remain ongoing priorities.

# OPPORTUNITIES & CHALLENGES

## OPPORTUNITIES

Opportunities are presented by the environment within which an organization operates. These arise when an organization can benefit from conditions in its environment to plan and execute strategies that enable it to become more valuable. Organizations should grasp opportunities as they arise, selecting targets that will best serve its members while obtaining results.

Looking ahead, future organizational growth is fueled by a young and dynamic workforce. A great benefits package continues to attract top talent and supporting recruiting efforts. We're committed to developing a robust Community Risk Strategy, ensuring efficient emergency response with transport-capable rescue units.

Our dedication to continuous improvement sets the standard for exceptional service delivery. Investing in new apparatus enhances our capabilities, while prioritizing mental health ensures a resilient team. Addressing staffing needs and supporting the community remain key priorities. As we expand services offered, achieving agency accreditation solidifies our commitment. Ultimately, building strong relationships will drive success.

## CHALLENGES

Challenges arise when conditions in the external environment jeopardize the reliability and success of an organization. Challenges compound the vulnerability when they relate to the weaknesses. Challenges are uncontrollable and when encountered, the organizations stability and survival can be at stake. Examples of challenges are employee or member unrest, ever changing technology, increasing competition, inflation, etc.

Our organization faces several challenges as we strive to maintain high standards and ensure sustainable growth. First, attracting quality applicants has become increasingly competitive, especially as we work to retain employees and offer competitive salaries and benefits. At the same time, funding is a constant concern, compounded by inflation, which impacts our budget for salaries, apparatus replacement, and overall operations.

As we balance these financial stressors, we must also be mindful of retirements within our workforce, requiring us to balance new hires with the loss of institutional job knowledge. Private EMS transport adds another layer of complexity, necessitating careful resource allocation to meet growing demand.

To address these issues, we must focus on reducing risk, not only in terms of operational safety, but also in how we adapt to future growth. At times, it can feel like we are managing too much at once, but by leveraging equity and inclusion, we can ensure that everyone has a fair opportunity to contribute.

Finally, it is essential that we work to maintain morale, as a motivated and supported workforce is key to overcoming these challenges and continuing to provide top-tier service.



# CRITICAL ISSUES & SERVICE GAPS

Utilizing the data gathered through all phases of the planning process, the following themes emerges as the primary critical issues and service gaps. The critical issues and service gaps support the development of the goals, initiatives and objectives for the organization. Limitations to the department's control over monitoring alarm handling performance.

- Service delivery coverage for a portion of the service boundary for risks in the south-central area of Smyrna.
- Measuring the impact (and cost savings) of CRR efforts within the community.
- Specific, targeted, and achievable goals based on performance and a formal and documented review annually.
- A formal quality assurance program.
- Response priorities for nonemergency service requests from healthcare facilities.
- Cost savings related to fire investigation (origin and cause determination) efforts.
- Associated cost savings related to Public Fire Education efforts.
- Regularly collect, validate, analyze, and evaluate the impact of fire detection and suppression systems within the City (more focus on fire detection devices in residential structures.)
- Monitor call concurrency which affects multiple performance factors.
- Regularly collect, analyze, and review data pertaining to property, life, injury, environmental, and other associated losses, for the last three to five years.
- Ensure the highest performance and greatest usable life for all apparatus.

# SFD STRATEGIC INITIATIVES



## GOALS AND OBJECTIVES

Armed with clear purpose, vision, values, strengths, weaknesses, opportunities, and challenges, the Smyrna Fire Department has concentrated on developing realistic strategic goals and objectives. This well-thought-out plan aims to confidently guide the department into the future.

### 2025 – 2030 MAJOR GOALS

#### 1. PROMOTE FIREFIGHTER HEALTH AND WELLNESS

Prioritizing health and wellness initiatives will enhance firefighter well-being, reducing injuries, illnesses, and stress.

#### 2. ENHANCE COMMUNITY RISK REDUCTION (CRR) EFFORTS

Safeguarding our community by implementing comprehensive CRR programs will assist in identifying and prioritizing local risks, then investing resources to reduce risk impact on our community.

#### 3. PRIORITIZE PERSONNEL DEVELOPMENT

Seeking new opportunities to learn and grow is the hallmark of a successful organization. Professional development will help us expand skill sets and free up time, money, and manpower to reinvest into our top priorities.

## LEAD

#### 4. ENSURE ADEQUATE STAFFING LEVELS TO OPTIMIZE RESPONSE TIMES AND SERVICE DELIVERY

Maintain an adequate workforce to meet service demands, minimize response times, and enhance the delivery of services to the community.

#### 5. ENSURE FINANCIAL SUSTAINABILITY

Manage the fire department's budget effectively to ensure long-term financial stability and the ability to meet operational needs.

#### 6. ENHANCE EMERGENCY PREPAREDNESS

Develop and implement comprehensive emergency response plans to effectively respond to large-scale incidents and natural disasters.

#### 7. STRENGTHEN EMPLOYEE ENGAGEMENT AND COMMUNITY PARTNERSHIPS

Foster a positive work environment and build strong relationships with community members to improve morale, teamwork, and community support for the fire department.

## DEVELOP

#### 8. ACHIEVE AGENCY ACCREDITATION

Obtain official recognition from a recognized accrediting body for meeting specific standards of excellence in fire department operations, administration, and safety.

#### 9. ENHANCE OPERATIONAL EFFECTIVENESS

Improve the efficiency and efficacy of fire department operations, including response times, incident management, and overall service delivery.

#### 10. MAINTAIN A FLEET OF RELIABLE, MODERN FIRE APPARATUS TO MEET THE NEEDS OF THE COMMUNITY

Keep fire trucks and other equipment in optimal condition and regularly replace or upgrade them to meet the evolving needs of the community.

#### 11. MAINTAIN AND UPGRADE FACILITIES AND EQUIPMENT TO MEET CURRENT AND FUTURE OPERATIONAL NEEDS

Ensure that fire stations and other facilities are well-maintained and modernized to support current operations and accommodate future growth and technological advancements.

## ACHIEVE

# STRATEGIC INITIATIVES & OBJECTIVES

## 1. Strategic Goal: Promote Firefighter Health and Wellness: Prioritizing health and wellness initiatives will enhance firefighter well-being, reducing injuries, illnesses, and stress.

**1.1. Objective:** Implement a comprehensive health and wellness program for firefighters, including physical fitness, mental health support, and nutrition counseling.

S: Develop and introduce a health and wellness program for firefighters encompassing physical fitness, mental health support, and nutrition counseling.

M: Track participation rates, improvements in physical fitness scores, reduction in sick leave, and feedback from firefighters on mental health and nutritional benefits.

A: Collaborate with health professionals, fitness trainers, and nutritionists to create a tailored program. Ensure resources like gyms, counseling services, and nutrition plans are available and accessible.

R: Align the program with the overall mission of maintaining and enhancing the well-being and performance of firefighters, thereby improving their readiness and resilience.

T: Implement the program within 12 months, with quarterly reviews to assess progress and make necessary adjustments.

### Critical Tasks:

- 1.1.1. Establish a structured annual exercise regimen, including regular fitness assessments and personalized training plans.
- 1.1.2. Establish a health and safety committee that focuses on risk management, injury prevention, and wellness initiatives.
- 1.1.3. Initiate a recruit program agenda incorporating resiliency training and introducing resources for mental health support.
- 1.1.4. Enhance our fitness facilities areas to support functional exercise.
- 1.1.5. Conduct annual physicals to monitor and assess the physical and mental health of our Smyrna firefighters.
- 1.1.6. Formalize a Smyrna Fire Department Support Program.

**1.2. Objective:** Cancer prevention initiatives.

S: Develop and implement targeted cancer prevention initiatives, including educational workshops, routine screenings, lifestyle modification programs, and access to early detection services.

M: Track the number of participants in educational workshops, the percentage increase in routine



screenings, and improvements in lifestyle habits among participants (such as diet and exercise). Also, monitor the number of early detections and interventions.

A: Partner with healthcare providers, community organizations, and experts in oncology to design and deliver the program. Ensure that resources like screening facilities, educational materials, and lifestyle coaching are readily available.

R: Align the initiatives with the broader public health goals of reducing cancer incidence and improving community health. Emphasize the importance of prevention and early detection in reducing cancer-related morbidity and mortality.

T: Roll out the cancer prevention initiatives within the next 24 months, with biannual reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 1.2.1. Educate firefighters on potential cancer risks associated with their job, promote proper gear usage, and provide access to cancer screenings.
- 1.2.2. Research available cleaning and drying equipment that meets industry standards for effectively removing carcinogens and other contaminants from PPE.
- 1.2.3. Ensure that firefighters have access to advanced personal protective equipment (PPE), including turnout gear and respiratory protection, that effectively reduces exposure to harmful carcinogens.
- 1.2.4. Allocate sufficient budget for purchasing equipment to support reduction efforts.
- 1.2.5. Include regular health screenings to detect cancer early through annual physical.

**1.3. Objective:** Promote a culture of safety and wellness within the department.

S: Initiate and foster a culture of safety and wellness within the department through regular training sessions, safety drills, wellness workshops, and mental health support programs.

M: Monitor the participation rates in training sessions and wellness workshops, track the reduction in workplace accidents, and gather feedback on employee satisfaction and well-being.

A: Collaborate with safety experts, wellness coaches, and mental health professionals to design and implement programs. Ensure that resources like training materials, wellness facilities, and counseling services are accessible to all employees.

R: Align the objective with the department's mission to ensure the health, safety, and well-being of all employees, which in turn improves overall productivity and morale.

T: Launch the culture promotion initiative within the next 6 months, with quarterly evaluations to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 1.3.1. Ensure that leaders at all levels demonstrate a strong commitment to safety and wellness.
- 1.3.2. Implement comprehensive safety training programs that cover all aspects of firefighting

- operations, including equipment use, hazard recognition, and emergency procedures.
- 1.3.3. Recognize and reward individuals and teams for their commitment to safety and wellness
  - 1.3.4. Establish a continuous improvement cycle where firefighters can share their experiences and suggestions for improving safety and wellness programs.

**Desired Outcomes: Healthier and more resilient workforce. Significantly lower healthcare costs for the department. Physically and mentally prepared to effectively respond to emergencies.**

**2. Strategic Goal: Enhance Community Risk Reduction (CRR) Efforts: Safeguarding our community by implementing comprehensive CRR programs will assist in identifying and prioritizing local risks, then investing resources to reduce risk impact on our community.**

**2.1. Objective:** Conduct thorough and timely incident investigations.

S: Conduct comprehensive and timely investigations of all fire incidents to determine root causes, contributing factors, and develop preventive measures.

M: Track the number of fire incident investigations completed within a specified timeframe, the thoroughness of the investigation reports, and the implementation rate of recommended preventive measures.

A: Maintain a dedicated fire incident investigation team with proper training and resources. Provide detailed guidelines and checklists to ensure thorough and consistent investigations.

R: Align the objective with the goal of improving fire safety and operational efficiency, thereby reducing the risk of future fire incidents.

T: Complete all fire incident investigations within 30 days of the incident occurrence, with quarterly reviews to assess the effectiveness of the investigations and the implementation of preventive measures.

**Critical Tasks:**

2.1.1. Preserve the scene, identify the fire's origin, and interview witnesses to establish a timeline.

2.1.2. Ensure evidence is properly collected, the scene is well documented, and investigative report is completed – revealing a cause, if one is determined.

**2.2. Objective:** Implement corrective actions based on investigation findings.

S: Develop and implement corrective actions derived from the findings of fire incident investigations to address identified issues and prevent future occurrences.

M: Track the number of corrective actions implemented, monitor the reduction in similar incidents over time, and evaluate the effectiveness of the corrective actions through follow-up assessments.

A: Ensure that the investigation team has the necessary resources and authority to implement corrective actions. Provide training and support to relevant personnel to ensure they understand and can execute the corrective measures.

R: Align the corrective actions with the broader goal of enhancing fire safety and operational efficiency within the organization, thereby minimizing the risk of future fire incidents.

T: Implement corrective actions within 90 days of completing the fire investigation, with quarterly reviews to assess the effectiveness of the measures and make necessary adjustments.

#### **Critical Tasks:**

2.2.1. Review origin and cause data from previous fire incidents.

2.2.2. Identify any trends or patterns of similar incidents.

2.2.3. Develop programming to mitigate future instances.

#### **2.3. Objective:** Enhance public education and outreach programs.

S: Develop and implement enhanced public education and outreach programs focusing on critical topics such as fire safety, emergency preparedness, and health awareness.

M: Track the number of community events held, the attendance rates, the level of engagement through surveys or feedback forms, and the increase in public awareness as measured by pre- and post-program assessments.

A: Collaborate with local schools, community organizations, and subject matter experts to design and deliver these programs. Ensure the department has the necessary resources, such as educational materials, venues, and trained personnel to conduct the outreach.

R: Align these programs with the goal of improving community safety and health, reducing the risk of emergencies, and enhancing overall public well-being.

T: Launch the enhanced public education and outreach programs within the next 36 months, with quarterly evaluations to assess effectiveness, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

2.3.1. Perform a needs assessment and identify a target audience for CRR efforts.

2.3.2. Develop clear messaging that is delivered utilizing multiple communication channels.

2.3.3. Provide accessible education resources through partnerships with community organizations.

2.3.4. Develop a system that measures program effectiveness.

#### **2.4. Objective:** Institute a false alarm reduction program.

S: Develop and implement a program aimed at reducing the number of false fire alarms, including community education initiatives, updated alarm testing protocols, and regular maintenance schedules.

M: Track the number of false fire alarms reported before and after the implementation of the program, measure the participation rate in community education initiatives, and monitor compliance with updated protocols and maintenance schedules.



A: Collaborate with building owners, alarm companies, and community organizations to design and implement the program. Ensure you have the necessary resources, such as educational materials, alarm maintenance tools, and trained personnel.

R: Align the program with the goal of improving public safety and reducing unnecessary emergency responses, thereby allowing fire department resources to be utilized more effectively.

T: Launch the false fire alarm reduction program within the next 18 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

2.4.1. Review the current process for identifying repeat false alarm calls.

2.4.2. Review the current process for identifying repeat false alarm calls.

2.4.3. Review current City Ordinances for enforcement.

2.4.6. Formulate a recommendation.

**Desired Outcomes: Reduced incidence of fires and injuries. Enhanced public awareness and education. Increased emergency preparedness and response. Stronger community resiliency. Improved risk assessment and targeting. Increased community engagement and participation. Reduction in property loss. Sustained funding and resource allocation. Stakeholder collaboration.**

### **3. Strategic Goal: Prioritize personnel development.**

**3.1 Objective:** Implement a comprehensive training and education program.

S: Develop and implement a comprehensive training and education program for fire and EMS personnel, covering essential skills, knowledge, and competencies required for effectively managing fire and medical emergencies.

M: Track the number of training sessions conducted, the number of fire and EMS personnel trained, and their improvement in skills and performance through pre- and post-training evaluations and certifications.

A: Collaborate with fire and medical experts, training professionals, and relevant agencies to design and deliver the program. Ensure that resources like training materials, simulation equipment, and online platforms are available for effective learning.

R: Align the training and education program with the goals of enhancing the readiness, effectiveness, and safety of fire and EMS personnel, thereby improving emergency response and public safety.

T: Implement the comprehensive fire/EMS training and education program within the next 12 months, with quarterly assessments to evaluate progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 3.1.1. Identify training needs, set clear objectives, and develop a comprehensive professional development plan.
- 3.1.2. Ensure compliance with established standards and guidelines, provide hands-on training opportunities, and leverage technology to enhance learning.
- 3.1.3. Maintain a cadre of adequately trained instructors.
- 3.1.4. Provide an annual supervisor program.
- 3.1.5. Expand our presence teaching and presenting opportunities cross the state.

### **3.2. Objective:** Foster a culture of continuous learning and professional development.

- S: Promote a culture of continuous learning and professional development within the fire department by offering ongoing training sessions, workshops, certifications, and opportunities for career advancement.
- M: Track the number of training sessions held, the number of certifications obtained by personnel, participation rates, and improvements in skills and knowledge as assessed through evaluations and performance reviews.
- A: Collaborate with training institutions, subject matter experts, and internal leaders to design and deliver relevant programs. Provide access to online learning platforms, mentorship opportunities, and resources for professional growth.
- R: Align the initiative with the goal of enhancing the overall competency, readiness, and career satisfaction of fire department personnel, thereby improving the department's effectiveness and service to the community.
- T: Implement the continuous learning and professional development program within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 3.2.1. Create opportunities for continued education through conferences, workshops, and other outside training.
- 3.2.2. Revisit the online career development matrix. Ensure it is up to date and supporting the skills needed to accomplish our vision.
- 3.2.3. Provide access to mentorship and coaching.
- 3.2.4. Develop a career navigator program.
- 3.2.5. Leverage technology for learning and development.
- 3.2.6. Establish a clear road map for CPSE's officer designations.

### **3.3. Objective:** Provide comprehensive training to Emergency Medical Services (EMS) personnel to ensure they are equipped to handle a wide range of medical emergencies.

- S: Develop and implement a comprehensive training program for EMS personnel to equip them

with the skills and knowledge to handle a wide range of medical emergencies, including trauma care, cardiac emergencies, respiratory issues, and more.

M: Track the number of EMS personnel trained, assess their performance through simulations and evaluations, and measure improvements in response times and patient outcomes.

A: Ensure that the training program is developed in collaboration with medical professionals and experienced trainers. Provide access to necessary training resources, such as simulation equipment and updated medical protocols.

R: Align the training program with the goal of enhancing the overall effectiveness and readiness of EMS personnel, thereby improving patient care and outcomes in emergency situations.

T: Implement the training program within 24 months, with biannual reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

3.3.1. Develop a Smyrna Fire Department standard for patient care.

3.3.2. Build proficiency around standards and protocols.

**Desired Outcomes: Efficient delivery of high-level patient care. Increase in confidence and morale. Decrease liability.**

### **4. Ensure adequate staffing levels to optimize response times and service delivery.**

**4.1. Objective:** Develop and implement a strategic staffing model that aligns with projected call volume, response time standards, and community growth.

S: Develop and implement a strategic staffing model for the fire department that aligns with projected call volume, response time standards, and community growth. The model should include staffing levels, shift schedules, and resource allocation.

M: Track key metrics such as response times, call volumes, and community growth statistics. Measure the effectiveness of the staffing model by monitoring improvements in response times and the ability to handle increased call volumes.

A: Ensure the model is realistic by considering budget constraints, available personnel, and recruitment capabilities. Collaborate with city planners, community leaders, and fire department management to ensure the model is feasible and well-supported.

R: Align the staffing model with the broader goals of improving public safety, enhancing the efficiency of emergency response, and supporting the growth and development of the community.

T: Develop and implement the strategic staffing model within the next 48 months, with quarterly assessments to evaluate progress, gather feedback, and make necessary adjustments.



### **Critical Tasks:**

- 4.1.1. Assess current staffing levels and performance.
- 4.1.2. Forecast call volume and community growth.
- 4.1.3. Define response standards.
- 4.1.4. Create a phased staffing plan.

**4.2. Objective:** Develop and implement a robust recruitment strategy to attract highly qualified candidates from diverse backgrounds.

S: Develop and implement a robust recruitment strategy specifically for the Smyrna fire department, aimed at attracting highly qualified candidates from diverse backgrounds. The strategy should include targeted outreach, partnerships with diverse organizations, inclusive hiring practices, and mentorship programs.

M: Track the number of applications received from diverse candidates, the diversity within the hiring pool, and the percentage of diverse candidates hired. Additionally, measure the retention rates of diverse candidates and gather feedback through surveys.

A: Ensure the strategy is feasible by allocating necessary resources, such as budget, personnel, and technology. Collaborate with HR professionals, diversity experts, and community organizations to design and implement the recruitment plan. Provide training to recruitment staff on diversity and inclusion best practices.

R: Align the recruitment strategy with the fire department's goals of enhancing workforce diversity, improving inclusivity, and attracting top talent to ensure a well-rounded and effective team.

T: Develop and implement the recruitment strategy within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 4.2.1. Define recruitment goals, conduct a workforce needs assessment, and develop a targeted recruitment plan.
- 4.2.2. Expand outreach efforts through local schools, chamber of commerce, and community events.
- 4.2.3. Leverage employee relationships and promote the 1:1 recruitment initiative.
- 4.2.4. Measure and evaluate recruitment practices for effectiveness.

**Desired Outcomes: Improved service efficiency. Enhanced safety to the community. Increased public trust and satisfaction. Adequate staffing levels exist to meet demand. Diverse and inclusive workforce. Improved organizational innovation and creativity. Reputation as an employer of choice.**

## **5. Ensure financial sustainability.**

**5.1. Objective:** Optimize resource allocation and budgeting.

S: Develop and implement a strategy to optimize resource allocation and budgeting within the fire department, ensuring resources are efficiently utilized and budgets are aligned with operational priorities.

M: Track key metrics such as cost savings, resource utilization rates, budget adherence, and response times. Assess the impact of optimized resource allocation and budgeting on overall fire department performance and emergency response efficiency.

A: Ensure the strategy is realistic by analyzing current resource allocation and budgeting practices. Collaborate with financial experts, department heads, and relevant stakeholders to develop and implement the optimization plan. Provide necessary training to staff on new budgeting and resource management practices.

R: Align the strategy with the fire department's goals of improving financial efficiency, maximizing resource utilization, and enhancing overall operational effectiveness and emergency response capabilities.

T: Implement the optimized resource allocation and budgeting strategy within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

5.1.1. Evaluate current resource utilization and prioritize needs.

5.1.2. Develop data-supported allocation requests through the budgeting process.

5.1.3. Optimize staffing and operational efficiency.

5.1.4. Monitor and evaluate performance against objectives.

### **5.2. Objective:** Develop sustainable funding strategies.

S: Develop and implement sustainable funding strategies for the fire department that ensure long-term financial stability and support for operations, including exploring grants, community partnerships, and innovative funding sources.

M: Track the amount of funding secured from various sources, monitor the financial stability of the department over time, and assess the impact of the funding strategies on the department's operational capabilities.

A: Ensure the strategies are realistic by analyzing current funding sources, potential grants, and community partnership opportunities. Collaborate with financial experts, grant writers, and community leaders to develop and implement the strategies.

R: Align the funding strategies with the fire department's goals of maintaining operational readiness, improving public safety, and ensuring the long-term viability of the department.

T: Identify alternative funding sources for 20% of capital budget by the end of FY 29.

### Critical Tasks:

- 5.2.1. Identify alternative funding streams and pursue new opportunities.
- 5.2.2. Align strategies with goals and needs.
- 5.2.3. Ensure budget flexibility.
- 5.2.4. Communicate funding needs effectively.

### 5.3. Objective: Implement cost-effective operational practices.

S: Develop and implement cost-effective operational practices within the Smyrna Fire Department to improve efficiency, reduce waste, and enhance resource utilization.

M: Track key performance indicators (KPIs) such as cost savings, reduction in waste, and improvements in resource utilization. Measure the impact of these practices on overall operational efficiency and financial performance.

A: Ensure the practices are realistic by analyzing current operational processes and identifying areas for improvement. Collaborate with department heads, financial experts, and operational staff to develop and implement the cost-effective practices. Provide training and resources to support staff in adopting new practices.

R: Align the operational practices with the fire department's goals of improving financial efficiency, maximizing resource utilization, and enhancing overall operational effectiveness and emergency response capabilities.

T: Implement the cost-effective operational practices within the next 18 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### Critical Tasks:

- 5.3.1. Optimize the use of automation and software solutions.
- 5.3.2. Leverage data analytics to monitor key performance indicators.
- 5.3.3. Optimize asset management to track and maintain equipment, vehicles, and facilities.

**Desired Outcomes: Sustainable resource allocation. Minimized financial risk. Financial accountability and good stewardship. Long-term growth and improved stakeholder support.**

## 6. Enhance emergency preparedness.

### 6.1. Objective: Develop and maintain comprehensive emergency response plans.

S: Develop and maintain comprehensive emergency response plans that cover various scenarios such as fires, natural disasters, hazardous materials incidents, and medical emergencies. These plans should include detailed procedures, roles and responsibilities, communication protocols, and resource allocation.

M: Track the development and updating of emergency response plans, conduct regular drills and



simulations to assess readiness, and measure improvements in response times and effectiveness during actual incidents.

A: Ensure the plans are realistic by collaborating with emergency management experts, first responders, and community stakeholders. Provide necessary training and resources to all personnel involved in the emergency response plans.

R: Align the emergency response plans with the overall mission of protecting public safety, minimizing damage, and ensuring quick and effective responses to emergencies.

T: Develop and implement the initial emergency response plans within the next 24 months, with biannual reviews and updates to ensure the plans remain current and effective.

### **Critical Tasks:**

6.1.1. Review Community Risk Assessment and update annually.

6.1.2. Conduct regular training sessions and simulation exercises to ensure readiness of personnel.

6.1.3. Inform the community about the plan and how to respond during an emergency.

6.1.4. Regularly review and update the plans to reflect changes in resources, personnel, and potential hazards.

**6.2. Objective:** Strengthen partnerships with other emergency response and management agencies.

S: Develop and enhance collaborative partnerships with other emergency response and management agencies to improve coordination, resource sharing, and overall effectiveness during emergencies.

M: Track the number of partnerships established, the frequency and quality of joint training exercises, and the improvements in response times and efficiency during joint operations. Assess the effectiveness of partnerships through feedback and performance evaluations.

A: Ensure the goal is realistic by identifying potential partner agencies and establishing clear communication channels. Schedule regular meetings, joint training sessions, and collaborative planning exercises. Allocate resources to support partnership activities.

R: Align the partnerships with the goal of improving overall emergency response capabilities, enhancing inter-agency communication, and ensuring a more effective and coordinated response to emergencies.

T: Establish and strengthen partnerships within the next 36 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

6.2.1. Establish reliable and clear channels for communication.

6.2.2. Organize and/or attend regular meetings EMA meetings.

6.2.3. Conduct joint training exercises.

6.2.4. Review current memorandums of understanding.

6.2.5. Implement systems and protocols for timely and efficient sharing of information.

**6.3. Objective:** Enhance emergency management service capabilities.

S: Develop and implement strategies to enhance emergency management service capabilities, including upgrading equipment, improving communication systems, and providing advanced training for personnel.

M: Track key metrics such as the number of upgraded equipment pieces, improvements in communication system performance, and the number of personnel receiving advanced training. Measure the impact on response times, efficiency, and overall effectiveness of emergency management services.

A: Ensure the goal is realistic by assessing current capabilities and identifying areas for improvement. Collaborate with emergency management experts, technology providers, and training organizations to develop and implement the enhancement strategies. Allocate necessary resources to support these initiatives.

R: Align the goal with the overall mission of improving public safety, emergency preparedness, and response effectiveness. Ensure that the enhancements support the broader objectives of the emergency management organization.

T: Implement the enhancement strategies within the next 24 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

6.3.1. Invest in training and professional development for emergency management personnel.

6.3.2. Adopt and integrate advanced technologies such as geographic information systems, emergency management software, and communication tools.

6.3.3. Ensure that all resources, including personnel, equipment, and supplies, are effectively managed and readily available.

6.3.4. Foster strong relationships with the community through outreach programs, public education, and volunteer opportunities.

6.3.5. Strengthen partnerships with local, state, and federal agencies, as well as non-governmental organizations (NGOs) and private sector partners.

6.3.6. Develop and regularly update various emergency scenarios to test and refine response plans.

6.3.7. Conduct after-action reviews and generate reports after each emergency response to evaluate performance, identify strengths and weaknesses, and implement lessons learned.

6.3.8. Improve public warning systems to ensure timely and accurate dissemination of information during emergencies. This includes utilizing multiple channels such as social media, mobile alerts, and sirens.

**Desired Outcomes: Improved community awareness. Timely and accurate dissemination of information. Improved skills and capabilities of emergency management personnel. Enhanced resiliency of critical infrastructure. Stronger partnerships. Adequate availability of resources.**

## 7. Strengthen employee engagement and community partnerships.

### 7.1. Objective: Promote open communication and teamwork.

S: Develop and implement initiatives to promote open communication and teamwork within the Smyrna Fire Department, including regular team-building activities, open forums for feedback, and communication workshops.

M: Track the participation rates in team-building activities, monitor improvements in communication through feedback surveys, and measure the impact on teamwork and collaboration through performance reviews and assessment.

A: Ensure the initiatives are realistic by providing the necessary resources, such as time, budget, and expert facilitators. Collaborate with department leaders and team members to design and implement the activities and workshops.

R: Align the initiatives with the fire department's goals of enhancing teamwork, improving communication, and creating a supportive and collaborative work environment that contributes to overall operational effectiveness.

T: Implement the initiatives within the next 6 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### Critical Tasks:

- 7.1.1. Establish a standard communication procedure to ensure that information is accurately and promptly shared during emergencies and daily operations.
- 7.1.2. Conduct regular meetings to discuss ongoing projects, upcoming events, and lessons learned from recent incidents.
- 7.1.3. Implement communication and collaboration tools, such as messaging apps, shared document platforms, and incident management systems, to facilitate seamless communication and coordination.
- 7.1.4. Demonstrate leadership and model open communication and teamwork through our Leadership Pillars.

### 7.2. Objective: Recognize and reward employee contributions.

S: Develop and implement a program to recognize and reward fire department employee contributions, focusing on achievements in service, teamwork, innovation, and community engagement.

M: Track the number of recognitions and rewards given, monitor employee satisfaction and motivation through surveys, and measure improvements in performance and retention rates.

A: Ensure the program is realistic by allocating necessary resources, such as budget for rewards and time for recognition events. Collaborate with department leaders and employees to design



and implement the recognition program. Provide training for managers on how to recognize and reward contributions effectively.

R: Align the program with the fire department's goals of boosting morale, enhancing job satisfaction, encouraging a culture of excellence, and improving overall operational effectiveness.

T: Implement the recognition and reward program within the next 6 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

7.2.1. Define what constitutes outstanding performance and teamwork.

7.2.2. Establish a recognition and awards committee to create a structured program to recognize achievements.

7.2.3. Recognize achievements publicly during department meetings, in newsletters, on bulletin boards, and through social media.

#### **7.3. Objective:** Foster a culture of respect and understanding through feedback.

S: Develop and implement a program to foster a fire department culture of respect and understanding through regular and constructive feedback, including initiatives such as feedback training, open forums, and recognition of respectful behaviors.

M: Track the number of feedback sessions conducted, monitor improvements in team cohesion and morale through surveys, and measure the impact on overall departmental performance and employee satisfaction.

A: Ensure the program is realistic by providing necessary resources, such as training for feedback techniques, time for regular feedback sessions, and support from department leaders. Collaborate with HR professionals and leadership to design and implement the program.

R: Align the program with the fire department's goals of enhancing teamwork, improving communication, and creating a supportive and respectful work environment that contributes to overall operational effectiveness.

T: Implement the feedback program within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

7.3.1. Conduct regularly scheduled feedback sessions.

7.3.2. Implement anonymous feedback systems.

7.3.3. Promote an inclusive and respectful workplace where all team members feel valued and heard.

7.3.4. Develop a 360-survey program.

#### **7.4. Objective:** Develop partnerships with local hospitals and healthcare providers to facilitate seamless patient transfer and care.

S: Develop and implement partnerships with local hospitals and healthcare providers to facilitate seamless patient transfer and care, ensuring efficient communication and coordination during emergencies.

M: Track the number of partnerships established, the frequency of joint training sessions, and improvements in patient transfer times and care quality. Gather feedback from both EMS personnel and healthcare providers to assess the effectiveness of the partnerships.

A: Ensure the goal is realistic by identifying potential hospital and healthcare provider partners, establishing clear communication channels, and scheduling regular meetings and training sessions. Allocate necessary resources to support partnership activities.

R: Align the partnerships with the goal of improving patient outcomes, enhancing emergency response efficiency, and ensuring a higher standard of care during patient transfers.

T: Establish and strengthen partnerships with local hospitals and healthcare providers within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

- 7.4.1. Develop standard communication procedures for sharing patient information and coordinating transfers.
- 7.4.2. Create formal agreements with hospitals and healthcare providers outlining mutual responsibilities, resource sharing, and communication protocols.
- 7.4.3. Hold regular meetings with hospital and healthcare representatives to discuss procedures, address challenges, and improve collaboration.
- 7.4.4. Establish feedback systems to evaluate the effectiveness of patient transfers and care coordination.
- 7.4.5. Educate the community about the partnership and its benefits, including how to seek help during emergencies and the role of each organization in providing care.
- 7.4.6. Conduct after-action reviews following incidents involving patient transfers to assess performance, identify strengths and weaknesses, and implement improvements.

**Desired Outcomes: Employees feel valued and motivated. Improved morale. Reduced turnover. Better communication. Stronger commitment. Enhanced trust and cooperation. Improved communications. Improved patient outcomes.**

## **8. Achieve agency accreditation.**

**8.1. Objective:** Successfully complete the accreditation process administered by the Commission on Fire Accreditation International (CFAI).

S: Develop and implement a comprehensive plan to successfully complete the accreditation process administered by the Commission on Fire Accreditation International (CFAI), including all required documentation, assessments, and improvements.

M: Track the completion of each step in the accreditation process, such as the submission of documents, completion of assessments, and implementation of necessary improvements. Measure progress by the achievement of specific milestones set by the CFAI.

A: Ensure the goal is realistic by allocating necessary resources, such as personnel, time, and budget. Collaborate with CFAI consultants, department leaders, and staff to ensure all requirements are met. Provide training and support to personnel involved in the accreditation process.

R: Align the accreditation process with the fire department's goals of enhancing service quality, improving operational efficiency, and gaining recognition for meeting industry standards.

T: Complete the CFAI accreditation process within the next 24 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

#### **Critical Tasks:**

8.1.1. Conduct a thorough self-assessment using the CFAI model.

8.1.2. Create a community-driven strategic plan that aligns with your department's mission and objective and update quarterly.

8.1.3. Involve community members, elected officials, and other stakeholders in the accreditation process.

8.1.4. Ensure that all personnel receive appropriate training and maintain competency in their roles.

#### **8.2. Objective:** Maintain accreditation standards through ongoing evaluation.

S: Develop and implement a continuous evaluation process to maintain the Commission on Fire Accreditation International (CFAI) accreditation standards, ensuring compliance with all required criteria and ongoing improvement of fire department operations.

M: Track key metrics such as the completion of periodic evaluations, compliance with CFAI standards, and the implementation of recommended improvements. Measure the impact of these evaluations on overall performance and accreditation status.

A: Ensure the evaluation process is realistic by allocating necessary resources, such as personnel, time, and budget. Collaborate with CFAI consultants, department leaders, and staff to conduct regular evaluations and address any identified gaps. Provide training and support to personnel involved in maintaining accreditation standards.

R: Align the ongoing evaluation process with the fire department's goals of maintaining high service quality, operational efficiency, and adherence to industry standards.

T: Implement the continuous evaluation process within the next 36 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments to ensure ongoing compliance with CFAI accreditation standards.

#### **Critical Tasks:**



- 8.2.1. Conduct periodic self-assessments to evaluate performance against CFAI standards.
- 8.2.2. Collect and analyze data related to operations, response times, training, and community risk reduction efforts.
- 8.2.3. Implement CQI programs to regularly review and enhance processes, policies, and procedures.
- 8.2.4. Regularly review and update the department's strategic and operational plans to align with evolving community needs and CFAI standards.
- 8.2.5. Establish and monitor performance metrics to measure the effectiveness of our operations and initiatives.

**8.3. Objective:** Leverage accreditation to enhance public trust and credibility.

S: Develop and implement a communication strategy to leverage the fire department's CFAI accreditation, highlighting the department's adherence to high standards and commitment to excellence to enhance public trust and credibility.

M: Track key metrics such as public awareness of the accreditation, engagement with communication efforts (e.g., social media, community events), and improvements in public trust as measured through surveys and feedback.

A: Ensure the strategy is realistic by collaborating with communication experts, community leaders, and department staff. Allocate necessary resources, such as budget for communication materials and time for public outreach activities.

R: Align the communication strategy with the fire department's goals of building public trust, enhancing community relations, and demonstrating the department's commitment to high standards and continuous improvement.

T: Implement the communication strategy within the next 6 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

**Critical Tasks:**

- 8.3.1. Maintain open and transparent communication with all stakeholders, including employees, community members, and governing bodies, to build trust and support for ongoing accreditation efforts.
- 8.3.2. Share detailed information about the accreditation process, including the criteria, self-assessment, peer review, and continuous improvement efforts.
- 8.3.3. Involve the community in the accreditation journey by hosting open houses, town hall meetings, and informational sessions.
- 8.3.4. Develop and distribute promotional materials such as brochures, posters, and videos that explain the benefits of accreditation and its impact on service quality and community safety.
- 8.3.5. Highlight ongoing quality improvement initiatives that stem from the accreditation process.

**Desired Outcomes: Enhanced service delivery. Increased public trust. Continuous Improvements. Operational efficiency. Professional recognition. Accountability and transparency. Improved community relations. Benchmarking performance**

## 9. Enhance operational effectiveness.

### 9.1. Objective: improve response times to emergency calls.

S: Develop and implement strategies to improve response times to emergency calls, including optimizing dispatch procedures, enhancing communication systems, and providing additional training for first responders.

M: Track key performance indicators (KPIs) such as average response times, call handling times, and improvements in dispatch efficiency. Measure the impact of these strategies on overall response times and emergency outcomes.

A: Ensure the strategies are realistic by analyzing current response times and identifying areas for improvement. Collaborate with dispatch centers, emergency responders, and technology providers to develop and implement the strategies. Allocate necessary resources to support these initiatives, including training and technology upgrades.

R: Align the goal with the fire department's mission of improving public safety and ensuring prompt and effective emergency response.

T: Implement the strategies within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments to ensure continued improvement in response times.

### Critical Tasks:

9.1.1. Evaluate current resource utilization and prioritize needs.

9.1.2. Develop a response time scorecard for response.

9.1.3. Optimize staffing and operational efficiency.

9.1.4. Monitor and evaluate performance against objectives.

### 9.2. Objective: Develop policy, procedures, and protocols.

S: Develop and implement comprehensive policies, procedures, and protocols tailored to the fire department, ensuring clarity, consistency, and adherence to industry best practices.

M: Track the completion of policy, procedure, and protocol documents. Monitor adherence to the established guidelines through regular audits, and measure improvements in organizational efficiency and compliance.

A: Ensure the goal is realistic by allocating necessary resources, such as time, personnel, and expertise. Collaborate with subject matter experts, department leaders, and legal advisors to develop and review the documents. Provide training to staff on the new policies, procedures, and protocols.

R: Align the development of policies, procedures, and protocols with the fire department's goals of improving operational efficiency, ensuring compliance with regulations, and enhancing

overall performance and accountability.

T: Complete the development and implementation of policies, procedures, and protocols within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

**Critical Tasks:**

9.2.1. Update Lexipol annually with revisions, review, and additions.

9.2.2. Sign off by personnel annually.

9.2.3. Establish a policy committee.

**9.3. Objective:** Implement innovative technologies to improve operations.

S: Identify and implement innovative technologies such as advanced communication systems, fire detection and monitoring equipment, and data analytics tools to enhance the efficiency and effectiveness of fire department operations.

M: Track the deployment of new technologies, monitor their usage and effectiveness, and measure improvements in key performance indicators such as response times, incident resolution, and resource utilization.

A: Ensure the goal is realistic by conducting a needs assessment and identifying the most impactful technologies. Collaborate with technology providers, industry experts, and department leaders to develop and implement the technology solutions. Provide necessary training to personnel on the new technologies.

R: Align the implementation of innovative technologies with the fire department's goals of improving operational efficiency, enhancing emergency response capabilities, and ensuring the safety of personnel and the community.

T: Implement the identified technologies within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

**Critical Tasks:**

9.3.1. Implement technologies such as GPS tracking, real-time traffic data, traffic signal preemption, and route optimization software to identify the fastest routes to incident scenes.

**9.4. Objective:** Expand EMS to meet the growing needs of the community, including advanced life support (ALS) and specialty care.

S: Expand Emergency Medical Services (EMS) in the fire department to meet the growing needs of the community, including the implementation of Advanced Life Support (ALS) and specialty care services.

M: Track the number of ALS and availability of transport capable units, monitor response times, measure improvements in patient outcomes, and gather feedback from the community and EMS



personnel.

A: Ensure the goal is realistic by assessing current EMS capabilities and identifying resource needs. Collaborate with healthcare providers, EMS experts, and community leaders to develop and implement the expansion plan. Allocate necessary resources, including budget, personnel, and equipment, and provide training for EMS staff on ALS and specialty care.

R: Align the expansion with the fire department's goals of improving public health, enhancing emergency response capabilities, and meeting the evolving needs of the community.

T: Implement the EMS expansion plan within the next 18 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

9.4.1. Establish response priorities for nonemergency service requests from healthcare facilities.

**9.5. Objective:** Improve process for documenting non-response activities. (i.e. public education, child safety seat inspections, public engagement at special events.

S: Develop and implement a streamlined process for documenting non-response fire department activities, including public education, child safety seat inspections, and public engagement at special events.

M: Track the number of activities documented, the accuracy and completeness of documentation, and the time taken to document activities. Measure improvements in record-keeping efficiency and the ability to generate reports on non-response activities.

A: Ensure the process is realistic by assessing current documentation practices and identifying areas for improvement. Collaborate with department staff to design and implement the new documentation process. Provide necessary training and resources to support staff in adopting the new process.

R: Align the improved documentation process with the fire department's goals of enhancing accountability, improving public service delivery, and ensuring accurate record-keeping for all activities.

T: Implement the new documentation process within the next 6 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

9.5.1. Define clear protocols for when and how documentation should be completed and submitted.

9.5.2. Establish key metrics and indicators for each type of non-response activity.

9.5.3. Create standardized forms and templates for documenting non-response activities.

9.5.4. Utilize electronic systems or software to document activities.

9.5.5. Provide training to all relevant personnel on how to use the standardized forms and digital documentation systems.

- 9.5.6. Conduct regular audits and reviews of the documentation process to ensure compliance and identify areas for improvement.
- 9.5.7. Regularly assess and update the documentation process to adapt to new technologies, changes in activities, and feedback from personnel.
- 9.5.8. Create public reports or dashboards to share the impact of non-response activities with the community.

**Desired Outcomes: Reduced response times. Increased efficiency. Increased community trust. Improved coordination and collaboration. Better resource allocation. Enhanced preparedness.**

## **10. Maintain a fleet of reliable, modern fire apparatus to meet the needs of the community.**

**10.1. Objective:** Develop a long-term apparatus replacement plan.

S: Develop and implement a long-term fire apparatus replacement plan that ensures the timely and cost-effective replacement of fire trucks and equipment, taking into consideration the department's operational needs and budget constraints.

M: Track the age and condition of current fire apparatus, monitor the implementation schedule, and measure the impact on response times and maintenance costs. Assess improvements in equipment reliability and operational efficiency.

A: Ensure the plan is realistic by conducting a thorough assessment of the current fleet, identifying priority replacements, and estimating costs. Collaborate with department leaders, financial experts, and equipment manufacturers to develop a feasible replacement schedule. Allocate necessary budget and resources to support the plan.

R: Align the replacement plan with the fire department's goals of maintaining operational readiness, enhancing emergency response capabilities, and ensuring the safety and reliability of fire apparatus.

T: Develop and implement the long-term fire apparatus replacement plan within the next 12 months, with annual reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 10.1.1. Assess current fleet during each budget planning period.
- 10.1.2. Work with fleet maintenance, purchasing, finance and administration to evaluate the effectiveness of the current replacement guidelines based on best practices.
- 10.1.3. Maintain an updated inventory of all apparatus, including detailed records of purchase dates, maintenance history, and expected lifespan.
- 10.1.4. Develop a comprehensive budget for the replacement plan, considering factors such as purchase costs, financing options, and potential grants or funding sources.
- 10.1.5. Prioritize the replacement of apparatus based on critical needs, risk assessments, and the defined criteria.
- 10.1.6. Upgrade the replacement of Rescue 4 to a unit that is capable of transporting a critically ill or injured patient under the existing replacement timeline.

## **10.2. Objective: Establish a comprehensive apparatus maintenance program.**

S: Develop and implement a comprehensive fire apparatus maintenance program that includes regular inspections, preventative maintenance, and timely repairs to ensure the reliability and safety of all fire department vehicles.

M: Track key metrics such as the number of inspections and maintenance tasks completed, the frequency of vehicle breakdowns, and the overall cost of maintenance. Measure improvements in vehicle reliability and readiness.

A: Ensure the program is realistic by assessing current maintenance practices and identifying areas for improvement. Collaborate with maintenance staff, vehicle manufacturers, and department leaders to develop and implement the maintenance schedule. Allocate necessary resources, such as budget and personnel, to support the program.

R: Align the maintenance program with the fire department's goals of maintaining operational readiness, ensuring the safety of personnel, and extending the lifespan of fire apparatus.

T: Implement the comprehensive maintenance program within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

- 10.2.1. Create a detailed maintenance schedule that includes regular inspections, servicing, and preventive maintenance tasks for each apparatus.
- 10.2.3. Develop and implement standard operating procedures for all maintenance tasks.
- 10.2.4. Maintain comprehensive records of all maintenance activities, including inspections, repairs, and parts replacements.
- 10.2.5. Conduct regular inspections of each apparatus to identify potential issues before they become major problem.
- 10.2.5. Emphasize preventive maintenance to address issues proactively and extend the lifespan of the apparatus.
- 10.2.6. Support the addition of a certified Emergency Vehicle Technician (EVT) assigned to the Fleet Maintenance Division at Public Works.
- 10.2.7. Ensure compliance with NFPA standards for apparatus design and equipment.

**Desired Outcomes: Enhanced reliability. Enhanced safety. Better performance. Cost efficiency.**

## **11. Maintain and upgrade facilities and equipment to meet current and future operational needs.**

### **11.1. Objective: Develop a long-term facilities replacement and renovation plan.**

S: Develop and implement a long-term plan for the replacement and renovation of fire department facilities, ensuring they meet the needs of the department and the community, and comply with safety and operational standards.



M: Track the completion of facility assessments, the number of facilities renovated or replaced, and the adherence to project timelines and budgets. Measure improvements in operational efficiency, safety, and community satisfaction.

A: Ensure the plan is realistic by conducting thorough assessments of current facilities, identifying priority projects, and estimating costs. Collaborate with architects, engineers, department leaders, and financial experts to develop a feasible replacement and renovation schedule. Allocate necessary resources, including budget and personnel, to support the plan.

R: Align the plan with the fire department's goals of maintaining operational readiness, ensuring the safety and well-being of personnel, and providing high-quality services to the community.

T: Develop and implement the long-term facilities replacement and renovation plan within the next 12 months, with annual reviews to assess progress, gather feedback, and make necessary adjustments.

### **Critical Tasks:**

11.1.1. Plan to replace Fire Station 4 within the 2028 Special Purpose Local Option Sales Tax (SPLOST) cycle.

11.1.2. Prioritize facility improvements based on operational needs and safety standards

11.1.3. Continue to prioritize and advocate for funding to support improvements to current facilities in high-traffic areas, including kitchens, bathrooms and apparatus bay.

11.1.4. Conduct regular facility inspections and maintenance.

11.1.5. Evaluate needs and locations for an additional fire station to increase coverage for the area identified in GIS that falls outside of the desired 4-minute travel area.

**11.2. Objective:** Invest in Fire/EMS equipment and technology to improve patient care and service delivery outcomes.

S: Develop and implement a plan to invest in advanced Fire/EMS equipment and technology that will enhance patient care and improve service delivery outcomes.

M: Track key metrics such as the number of new equipment and technology acquisitions, improvements in patient care outcomes (e.g., survival rates, response times), and feedback from EMS personnel and patients on the effectiveness of the new equipment and technology.

A: Ensure the plan is realistic by assessing current equipment and technology needs, identifying the most impactful investments, and securing the necessary budget. Collaborate with EMS experts, equipment providers, and department leaders to develop and implement the investment plan. Provide training for personnel on the use of new equipment and technology.

R: Align the investment plan with the fire department's goals of improving public health, enhancing emergency response capabilities, and delivering high-quality patient care.

T: Implement the investment plan within the next 12 months, with quarterly reviews to assess progress, gather feedback, and make necessary adjustments.

**Critical Tasks:**

- 11.2.1. Conduct a comprehensive assessment to identify the specific needs of the department.
- 11.2.2. Research the latest advancements in Fire/EMS equipment and technology.
- 11.2.3. Allocate budget for purchasing new equipment and technology.
- 11.2.4. Consider potential funding sources, such as grants, government programs, and community support.
- 11.2.5. Provide comprehensive training for personnel on the use and maintenance of new equipment and technology.
- 11.2.6. Develop a maintenance plan to ensure that new equipment remains in optimal condition.
- 11.2.7. Establish feedback mechanisms for personnel to report issues and suggest improvements.
- 11.2.8. Inform the community about the new equipment and technology investment.
- 11.2.9. Implement systems to monitor the performance and effectiveness of new equipment and technology.

**Desired Outcomes: Enhanced operational readiness. Improved safety for personnel. Increased efficiency. Adaptability to new risk. Compliance with standards. Enhanced training. Better outcomes. Increased community trust.**







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