



STRATEGIC PLAN

LAGRANGE FIRE DEPARTMENT



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The mission of the LaGrange Fire Department is to preserve the quality of life, protect property and maintain a stable environment through professional delivery of service.

Executive Summary

The LaGrange Fire Department is internationally accredited and dedicated to providing the best services available to our citizens. The Department is relentless in reviewing data whether it is positive or negative, to ensure that we are result driven and continuously improving. The Department is committed to protecting life, property and the environment while maintaining our safety.

This Strategic Plan is designed to be realistic and has the backing of the Department members and the city government. This document will guide and lead us in our pursuit of excellence for the next five years. Our goal as a Department is to provide the most effective response force while also being financially responsible. The strategies to achieving our goals for the next five years are as follows:



John Brant, Fire Chief

- Develop our members to lead from the front and to develop others for leadership roles.
- Maximize our resources and minimize waste. We want to run the most effective, streamlined Department possible.
- To involve input from our internal and external stakeholders to make decisions within our Department. all members will be a part of the vision and growth of the Department.
- Continue to allow our committees to lead and influence our Department. These committees are formed by all ranks and have the best interest of the Department in mind.
- Monitor growth of the city and work closely with all city departments to stay ahead of growth.
- Continue to utilize advancing technology to improve our response forces and to make our jobs easier.
- To encourage our employees to step out of their comfort zones and not to be afraid to fail. All great leaders think outside the box and fail more than they succeed.

The success of our strategic plan is dependent on our budget and the commitment from our city government and our elected officials. This plan will be reviewed annually to ensure that it is being followed and that it is still the most effective plan. Our budget requests and justifications will work hand and hand with this document.

It is the Department's responsibility to obtain our goals in this plan in the most financially responsible manner. All avenues will be exhausted to ensure this plan is carried out.

Strategic Planning Process

The strategic planning process was conducted through several meetings that included the Fire Chief, Deputy Chiefs and other staff members. External and internal stakeholders were consulted in the process of finalizing the plan to ensure that the plan was aimed toward the community. This process is reviewed and updated annually and is meant to be community driven.

The vision of the LaGrange Fire Department is to set the standards of excellence, guided by the principles of trust, integrity, loyalty, honesty and respect for all.

Core Values Statement

The PRACTICED core values of the LaGrange Fire Department are:

- Professional Excellence - In application, appearance, and attitude.
- Respect - We are committed to provide the best health and safety programs for our member's well-being and to maintain a high level of operational readiness.
- Accountability - Professionally, personally, and fiscally responsible for our actions.
- Commitment – Ensure all stakeholders support the department's vision.
- Teamwork - Encourage unity and a cooperative attitude.
- Integrity – Demonstrate honesty and fairness.
- Compassion - Display kindness and compassion.
- Excellence – Demand the best from ourselves.
- Diversity – Be responsive and open minded in our community without regard to race, age, gender, religion, or ethnic origin.



City Of LaGrange Mission Statement

The City of LaGrange will satisfy our customers and citizens by providing responsive and effective services, and well maintained public infrastructure, which will add value to our community.

Basic Employment Standards

HONESTY AND INTEGRITY. All City employees should be honest and ethical. Always.

HAVE REGULAR AND PROMPT ATTENDANCE. You can't be productive and fulfill our purpose and our commitment to the public if you are not here. Those people that are here are the only ones that are contributing and adding value to our community.

POSITIVE ATTITUDE. Your attitude and demeanor are infectious. When it is positive, both you and the City can accomplish great things. That is our standard and our expectation. If you have a problem, let's get it addressed through the proper channels quickly. Negativism is nonproductive and harmful. It is inconsistent with our mission.

BE COURTEOUS AND HELPFUL TO THE PUBLIC. Not one of us should ever forget that our customers and citizens provide us our jobs. They deserve excellent service and to be treated with respect.

BE PRODUCTIVE. Use all your abilities, every day, to accomplish our mission. Our work is too important, and our standards too high, to spend our time doing anything other than our best. Expect excellence from yourself.

RESPECT YOURSELF AND EACH OTHER. The City will not allow racial, gender, religious, or cultural bias. Jokes or other behavior that demean or insult others are not appropriate and will not be tolerated.

BE SAFE. Most of us work with equipment and vehicles and under conditions that expose us, and the public, to safety hazards. Accidents hurt everyone. Be careful and use safety equipment.

WORK SMART. Be responsible for your own performance and set high standards for yourself. Be creative. If some rule or process is in the way, bring it to the attention of those that can change it. Always try to do the right thing.

BE ACCOUNTABLE. Make yourself responsible for your own performance. Don't make excuses or blame others when problems arise. Take it upon yourself to solve problems. Supervisors should always give credit where it is due.

BE COMMITTED. We all spend a significant part of our lives at work. Let's make it count for something. Let's make a difference!

Type of Government

The City of LaGrange is governed by a Mayor-Council-City Manager form of government. This governing body (Mayor-Council) consists of one mayor and six council persons elected to four year terms. A City Manager, who is appointed by and responsible to the City Council, functions as the chief executive officer, and directs the daily operation of the City of LaGrange.

Community Profile

People Quick Facts

	LaGrange	Georgia
Population, 2013 estimate	30,452	9,994,759
Population, 2010 (April 1) estimates base	29,434	9,688,681
Population, percent change - April 1, 2010 to July 1, 2013	3.5%	3.2%
Population, 2010	29,588	9,687,653
Persons under 5 years, percent, 2010	8.3%	7.1%
Persons under 18 years, percent, 2010	27.5%	25.7%
Persons 65 years and over, percent, 2010	12.8%	10.7%
Female persons, percent, 2010	53.8%	51.2%
White alone, percent, 2010 (a)	44.5%	59.7%
Black or African American alone, percent, 2010 (a)	48.0%	30.5%
American Indian and Alaska Native alone, percent, 2010 (a)	0.2%	0.3%
Asian alone, percent, 2010 (a)	2.5%	3.2%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	0.1%	0.1%
Two or More Races, percent, 2010	1.8%	2.1%
Hispanic or Latino, percent, 2010 (b)	4.7%	8.8%
White alone, not Hispanic or Latino, percent, 2010	43.2%	55.9%
Living in same house 1 year & over, percent, 2009-2013	73.9%	83.6%
Foreign born persons, percent, 2009-2013	7.3%	9.7%
Language other than English spoken at home, pct age 5+, 2009-2013	9.0%	13.3%
High school graduate or higher, percent of persons age 25+, 2009-2013	77.7%	84.7%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	20.7%	28.0%
Veterans, 2009-2013 1,730 690,208		
Mean travel time to work (minutes), workers age 16+, 2009-2013	18.5	27.0
Housing units, 2010	12,846	4,088,801
Homeownership rate, 2009-2013	40.7%	65.1%
Housing units in multi-unit structures, percent, 2009-2013	31.5% 2	0.5%
Median value of owner-occupied housing units, 2009-2013	\$118,000	\$151,300
Households, 2009-2013	10,875	3,518,097
Persons per household, 2009-2013	2.60	2.71
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$19,302	\$25,182
Median household income, 2009-2013	\$32,488	\$49,179
Persons below poverty level, percent, 2009-2013	31.6%	18.2%

*shows information from 2010 Census

History of LaGrange Fire Department

The LaGrange Fire Department was established in 1857 as a volunteer agency known as the Diligent Firemen. This company, consisting of twelve men, lasted until 1861 when most of its members went off to war. After 1865, firefighting once again relied on a local militia company known as the LaGrange Light Guards. As the city water works became functional, the need to improve the fire services capabilities became even more apparent thus the fire service became totally organized as a Volunteer Fire Department in 1892. In 1893 the fire department appointed its first Chief Robert Judson Guinn. The department consisted of: one (1) Chief, three (3) Foremen, three (3) Assistant Foreman and twenty (20) to thirty (30) enlisted men (volunteers).

In 1904 the city appointed a Fire Commission consisting of five members. They were given the task of re-organizing, building and equipping a Fire Department, securing and reducing insurance rates for Lagrange and controlling and operating the department. The Fire Department moved to the city stable on Ridley Avenue and remained there until 1908, when the first paid department was organized. The location on Ridley Avenue, now the parking lot adjacent to City Hall, housed a horse-drawn wagon and two horses.

The Fire Department remained in the location on Ridley Avenue until 1979 when the building was raised and a new Station #1 was built on the south side of Main Street. Now the Department has five stations strategically positioned to better service the City of LaGrange.

EST. 1857



Territories and Stations

Station #1 was relocated in 2007 to its current location at 1425 South Davis Road. Station #1 has the Southeast responsibility for residential and industrial neighborhoods. Station #1 is home to an Engine Company with four personnel and an Engine in reserve.

In 1951 Station #2 was located on Murphy Avenue in a small brick building and covered the area of the Callaway Mill Village. Station #2 was relocated in 1987 to 1509 Lukken Industrial Drive West and has the Southwest responsibility for residential and industrial neighborhoods. Station #2 was relocated in 2012 to 101 Aerotron Parkway to better serve the Callaway Airport with direct access to the airfield. Station #2 is home to an Engine Company with four personnel, Tower Truck, Dive Rescue Van and an ARFF Truck.

Station #3 was relocated in 1997 to its current location at 1212 Hogansville Road. Station #3 has Northeast responsibility for residential and light commercial neighborhoods and is home to a Truck Company with four personnel and one reserve Engine.

Station #4 was built in 2007 at 201 Mooty Bridge Road as a split of Station #1 from Main Street. Station #4 has Northwest responsibility for residential and downtown commercial neighborhoods. It has an Engine Company with four personnel and a reserve Engine.

Station #5 was built in 2019 at 1519 Vernon Road. This station was an addition to add coverage to the west end of town. Station #5 has responsibility for residential and commercial neighborhoods. It houses an Engine Company with three personnel and the Battalion Commander.

The LaGrange Fire Department also has a Maintenance Facility which is located at 1210 Hogansville Road. The Maintenance Facility is home to support services and is the distribution point for janitorial supplies, hydrant maintenance operations, flow tests, uniform and protective clothing distribution, all small equipment storage.

The Maintenance Facility is home to several support units which include a Decontamination Unit, a Hazardous Materials trailer, one Mobile Light and Air unit, the Fire Safety Education Mobile unit, and a reserve Aerial Truck.

The Administration Building was constructed at 115 Hill Street in 2007. This area provided adequate space for administrative offices, conference rooms, training room and is home for the Fire Chief, Inspectors, Educators, Training Officers, Accreditation Manager and other staff personnel.

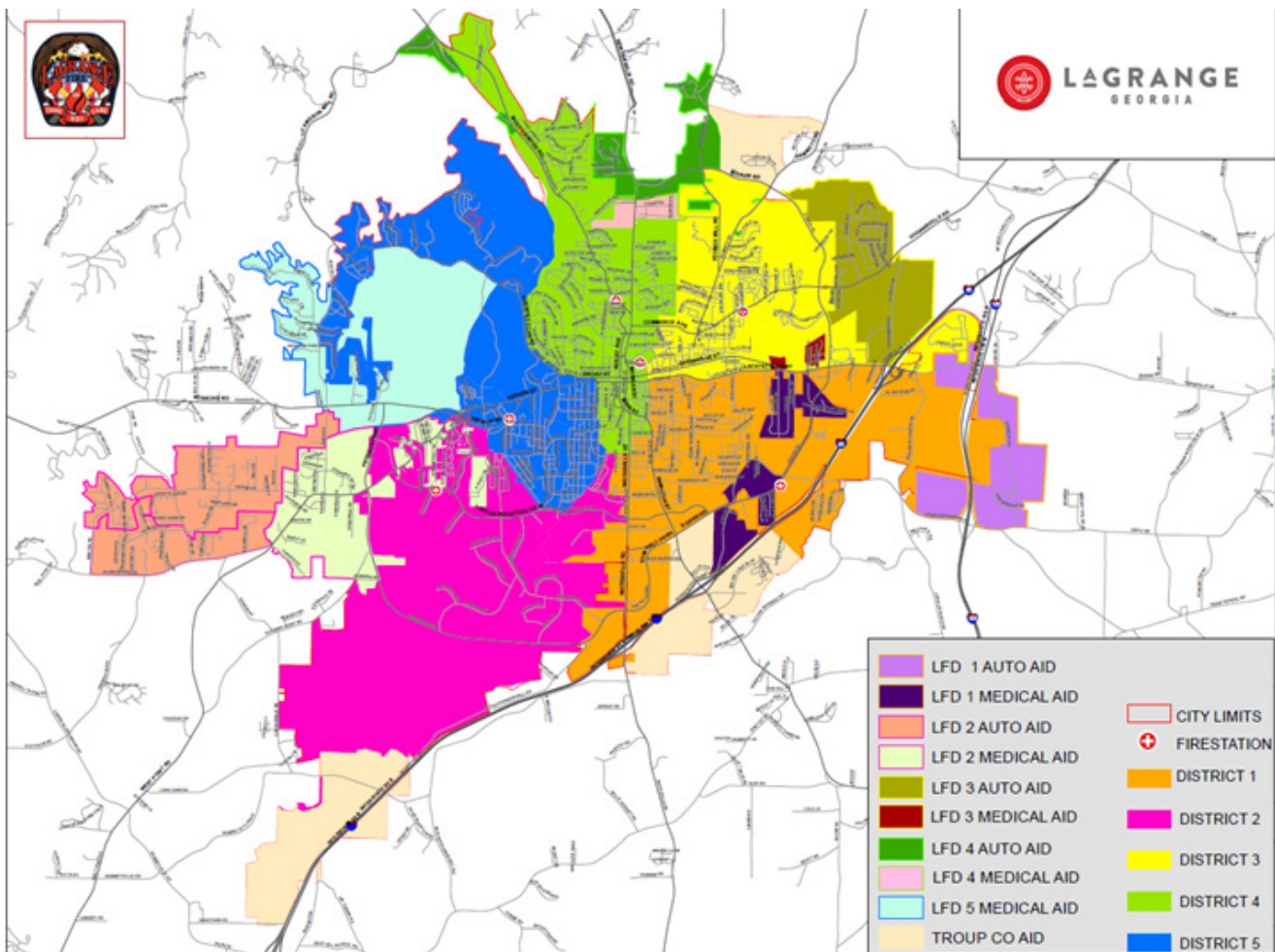


Historical Data

Year	Emergency Incidents
2016	4540
2017	4661
2018	4881
2019	5372
Grand Total	19,454

Response Zone Map

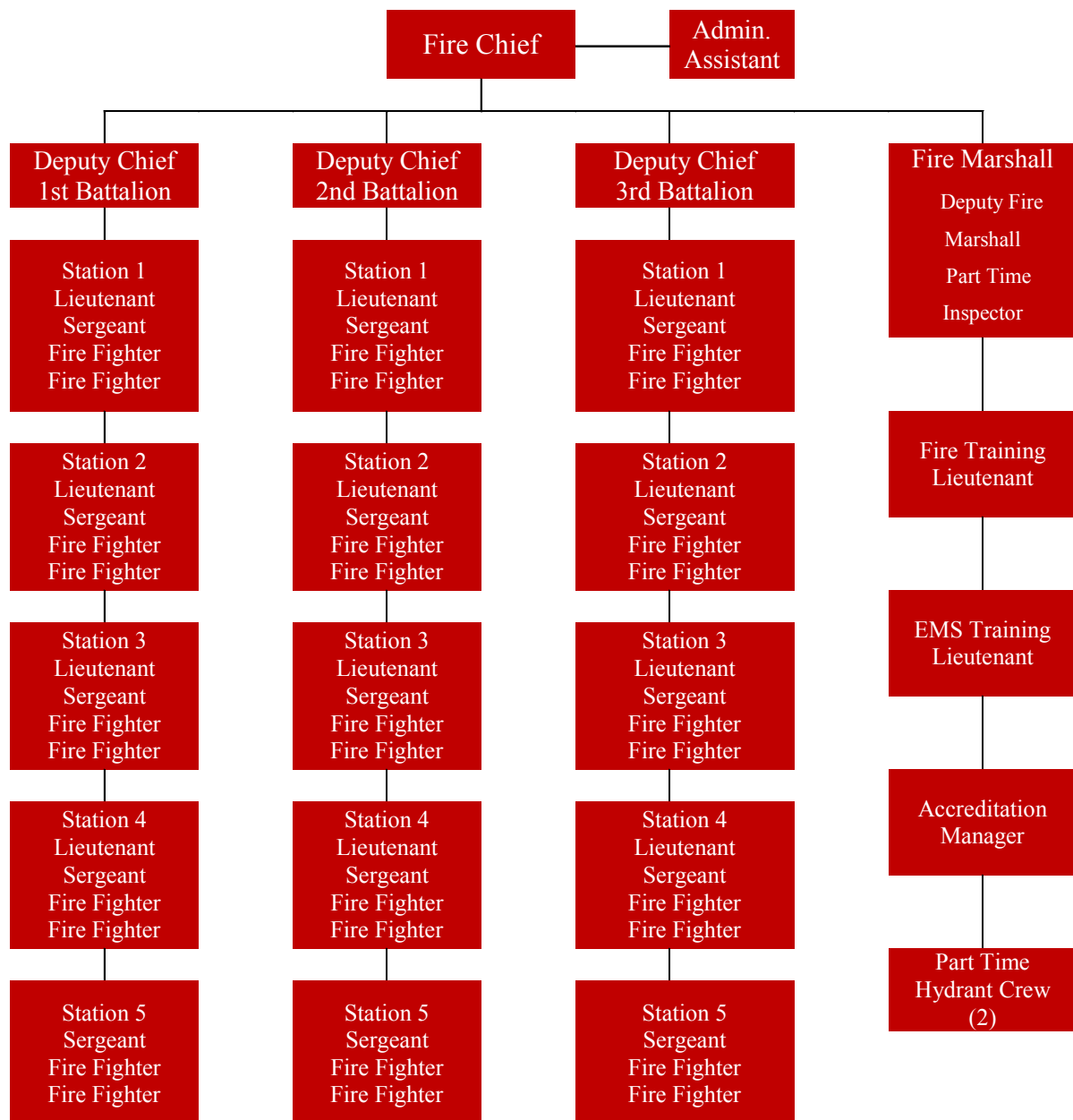
The map below shows the response zones with fire station locations. The map covers mutual and automatic aid response areas also.



Current Staffing

The Lagrange Fire Department consists of a Fire Chief and an Administrative Assistant. There are 60 employees on three Shifts each with a Deputy Chief, four (4) Lieutenants, one (1) Sergeant (serving as acting officer), four (4) Sergeants, and ten (10) Firefighters. Headquarters, or Administration Building, houses staff personnel. Other staff positions work 40 hours a week Monday through Friday 8 am - 5 pm; it includes (2) Training Officers, Fire Marshal, Deputy Fire Marshal, Inspector, Accreditation Manager, and two (2) part-time hydrant maintenance crew members.

Current Organizational Chart for LaGrange Fire Department



Department Divisions

Operations

The Department has one Quint, one Tower, seven Engines, and one ARFF Truck. Standard 1901 of NFPA and Insurance Services Office (ISO) guidelines have been followed in equipping all front line fire apparatus. Additional fire suppression vehicles, equipment, emergency backup services and key support functions are provided to the Department through Mutual Aid Agreements between the City and various agencies outside our jurisdiction.

The Department consists of a Fire Chief, three shift level Deputy Chiefs, fourteen Fire Lieutenants, sixteen Fire Sergeants, and thirty Firefighters. The Department's five Fire Stations are placed strategically throughout the City and have response districts that best suit the community in their deployment. Supply and material allocation has been completed in a way that will assist the Department in its suppression goals when responding to emergencies where they may be needed. Current standard operating procedures are in place to direct fire suppression operations and maintain a standardized incident command system.

An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program. This structure allows the Department to operate and provide an efficient suppression program directed toward controlling and/or extinguishing fires for the purpose of protecting people from injury or death, and reducing property loss.

Fire Prevention

The Fire Prevention and Protection Division was created by city ordinance under Chapter 10-10 with the responsibilities of enforcing all laws, ordinances and resolutions of the mayor and council pertaining to the prevention of fires, the storage and use of explosives and inflammables, installation and maintenance of automatic and other fire alarm and extinguishing systems. Maintenance and regulation of fire escapes, means and adequacy of exits as well as investigation of the cause, origin and circumstances of fires.

Currently, the Fire Prevention and Protection Division utilizes the International Fire and Building Codes, NFPA Codes and Standards, City Ordinances, the State of Georgia Minimum Standards, and other appropriate codes adopted by the City of LaGrange by either reference or amendment. The Fire Prevention Division is also a component of the State Fire Marshal's office and an extension of the Building and Life Safety Division of the City of LaGrange for permitting, inspections, plans review and occupancy. The Fire Prevention and Protection Division is comprised of a full-time Fire Marshal, full-time Deputy Fire Marshal and a part-time inspector. Each battalion has a designated Fire Safety Educator who, along with all fire department personnel, is involved in fire prevention and safety activities throughout the year.

The Fire Prevention and Protection Division through a series of SOP/SOG's that are reviewed, annually conducts the business of the Department. The division inspects all buildings and premises with the exception of private dwellings for the purpose of correcting any conditions liable to cause fire, or any violations of city ordinance affecting fire hazards. Each facility or occupancy inspection is conducted and recorded on the appropriate forms and filed on the Department's database and made a part of the monthly/annual report. The data is utilized to create the monthly internal report and the annual report for the Fire Department.

Public Education

The LaGrange Fire Department has created a public education program with an objective to aggressively meet the educational needs of local citizens, visitors, and organizations – as they pertain to Fire & Life Safety within the scope of the Department's mission. LaGrange Fire Department delivers the public education programs through the Fire & Life Safety Education Division – which is also supported by the Accreditation Office, Training Division, Prevention Division, and fire suppression personnel. The Fire & Life Safety program is designed to meet the needs for target areas - such as daycares, elementary/middle schools, senior adult communities, commercial and industrial facilities, and single/multi-family dwellings.

The LaGrange Fire Department continues to improve on its delivery of Fire & Life Safety programs by developing partnerships with special interest groups, attending continuing education classes and seminars, and gathering local and national data that identifies threats to the lives and properties in our community. By building these relationships and gathering data, our Department can continue to reduce Fire & Life Safety risks and re-evaluate our efforts as new trends are developed.

Departmental Facts:

Three out of five home fire deaths result from fires in properties without working smoke alarms. The LaGrange Fire Department knows that smoke alarms save lives and we have used our smoke alarm program to make sure those without working smoke alarms are protected.



Fire Investigation

The LaGrange Fire Department operates a fire investigation program as an authorized agency through the State of Georgia and the City of LaGrange. The program uses seven experienced and certified personnel to determine cause and origin and provide the community with fire investigations on all fires. The Department maintains agreements with the police department which helps streamline the investigation process and ensures both proper fire and police investigation techniques are used including the chain of evidence and use of the scientific method when investigating fires. The agency uses its Record Management System to record all fire investigations. Fire investigation photographs are also recorded on the city's designated Fire Server. The information is also shared with NFIRS (National Fire Incident Reporting System) for comparison and analysis with other departments around the country.

Technical Rescue

The LaGrange Fire Department has an adequate, effective, and efficient program established to perform rescue of trapped or endangered persons i.e., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fires, etc. The Fire Department has identified community hazards that present the potential for rescues requiring our emergency response.

In response to needs of the growing community the Department has addressed these unique community hazards by having trained personnel as active members of the Georgia Search and Rescue Team Task Force 4A. The technical level training includes rope rescue, structural collapse rescue, confined space rescue, trench rescue, heavy vehicle and machinery rescue, etc. The Department also has a Rescue Dive Team program in place for water rescue and/or recovery operations. The Fire Department will continue to provide Technical Rescue services to the citizens of LaGrange. The Department will continue to review potential community hazards and new training opportunities in order to maintain and improve Technical Rescue response effectiveness.

Hazardous Materials (Hazmat)

All department personnel are trained to either Operations or Technician level. The LaGrange Fire Department holds mutual aid agreements with surrounding jurisdictions. This includes a regional hazardous materials response team. In accordance with the Department's hazardous materials response policy, and the partnering jurisdictions that may be requested to assist with mitigating hazardous materials emergencies, spills, releases, or accidents that exceed departmental capabilities.

Suppression personnel are required to meet annually with the Regional Hazardous Materials Response Team, which will be known going forward as "Regional Hazmat Team," for training based on ISO and Standards and Training requirements. The Department maintains a hazardous materials trailer including all equipment needed for decontamination procedures. Any other equipment needed for the mitigation of a hazardous materials incident is available from neighboring jurisdictions and the Regional Hazmat Team. The Regional Hazmat Team members also participate in quarterly team training. The team works under one set of operating guidelines and procedures, which provides a uniform and timely response to incidents.



Emergency Medical Services (EMS)

EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responders to medical emergencies. In order to be evaluated properly, EMS may become an integrated activity coupled with the fire company activity. The first responder aspect of emergency medical services can be organizationally integrated with the fire suppression activity.

American Medical Response Troup County Ambulance Service is the primary provider of pre-hospital emergency medical care for the City of LaGrange. The LaGrange Fire Department supplements AMR Troup County by responding to life threatening emergencies in a first responder capacity and performs rescue operations and ALS care when necessary. While patient transport is the responsibility of AMR Troup County, LaGrange Fire personnel may assist attending paramedics, if requested, to accompany them while in transport to the hospital. The Department offers continuing education training for all levels or certification to recertify biennially as needed. The dual agency advanced life support system is sufficient for the present demand for emergency medical services.

Emergency Management

The LaGrange Fire Department has a Pre-Disaster Hazard Mitigation Plan in place. This plan encompasses domestic/pre-disaster hazards in the community and surrounding municipalities. The Department leaders – along with other local and county officials, partnered together to develop a Pre-Disaster Hazard Mitigation Plan or PDM that is compliant with local, state and federal requirements. The PDM plan – along with the Georgia Emergency Operation Plan – which is also utilized by the Department, outlines the planning process, action plan guidelines, and available resources. The Department also created a Closed Point of Distribution Plan (POD) with the State of Georgia Office of Public Health. This plan is in place to distribute vaccinations or medication in case of a pandemic or terroristic attack to all city employees and their immediate families. This will ensure that all employees are treated quickly so that they can return to serving the community as fast as possible in case of an incident. The PDM plan, POD and other emergency preparedness issues are reviewed frequently and updated as new threats to the community are identified.

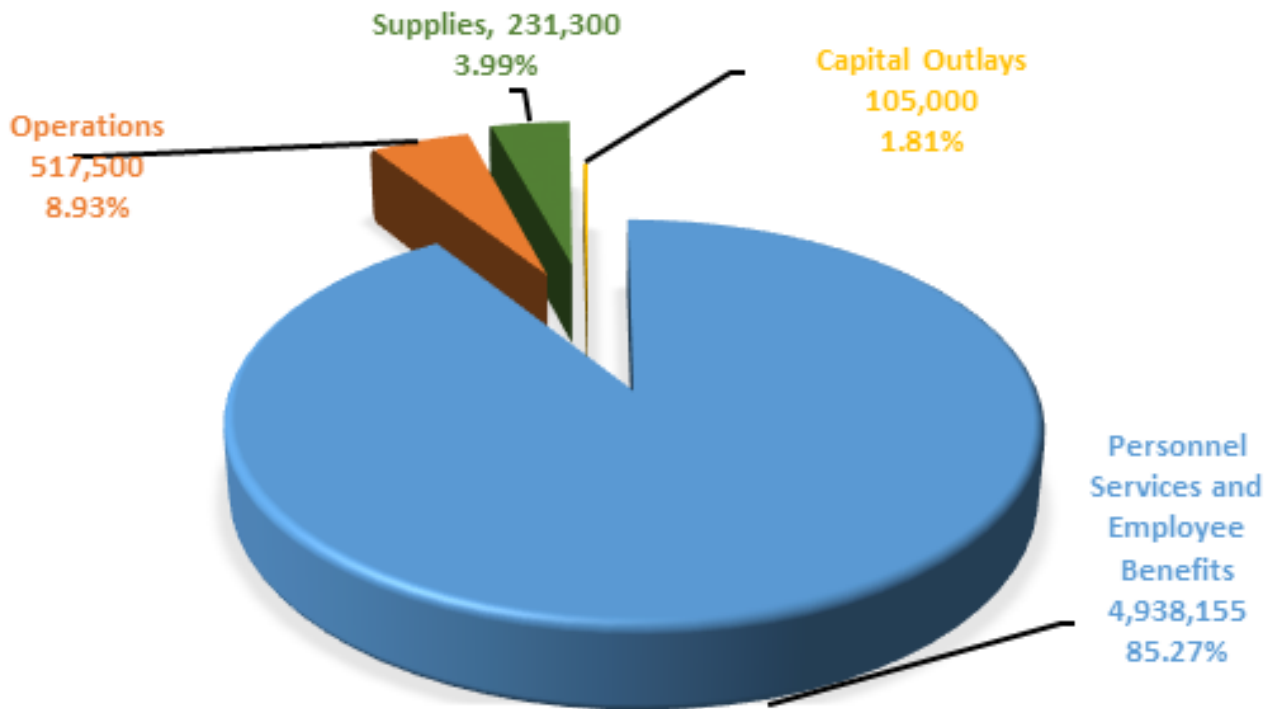
Aviation Rescue and Fire Fighting Services

LaGrange Callaway Airport (LCA) is located within the city limits of LaGrange, GA. LCA is positioned to service the needs of general and business aviation users. LaGrange Fire Department provides a quick response to all areas within the boundaries of LCA in the event of an aircraft or other emergency with a dedicated ARFF Truck. LFD has direct access to LCA through an access point behind Station #2 that leads directly on to airport property. LFD and LCA along with other first response agencies coordinate training so that all involved are prepared in case of an emergency.



Budget

FISCAL YEAR 2019/2020



The Department is funded by the City of LaGrange's General Fund Budget. The Department's fiscal year 2019/2020 budget is \$5,791,955.

Capital Projects

The passage of the Special Purpose Local-Option Sales Tax (SPLOST) in 2018 provided the funding for the addition and construction of Station Five and a New Training Center. The construction of Station Five was completed in October of 2019 and the Training Center was completed in February of 2020.

The department has created a vehicle replacement for the next seven years.

- E-41 – 1999 Central States – Replace – 2020 (Station 5)
- E-42 – 2003 Crimson – Replace – 2021
- E-2 – 2007 Ferrara – Replace - 2023
- Truck 32 – 2013 E1– Replace and downgrade to reserve – Replace - 2024
- E-43 – 2007 Ferrara – Replace - 2026
- Training Officer's vehicle 2002 Ford Expedition with 175,000 miles. We have spent thousands of dollars more than this vehicle is worth just keeping it running. This vehicle could be downgraded for people to drive to the fire academy.
- Command Unit – 2014 Chevrolet Tahoe – approaching 65,000 miles. This vehicle could be downgraded to the Training Officer's vehicle. We would purchase a new vehicle for the command unit. – Replace 2019
- Fire Chief Vehicle – Purchase a new vehicle for Fire Chief, downgrade current vehicle to Fire Marshal, downgrade Fire Marshal vehicle to Deputy Fire Marshal, downgrade Deputy Fire Marshal vehicle to Part-Time Inspector. – Replace 2020
- 2001 Jeep Cherokee – Currently assigned to Part-Time Inspector – downgrade to school vehicle.
- 2002 Air Trailer – This trailer consists of the compressors and cascade unit in which we fill our SCBA cylinders. - Replace 2022

The Department will continue replacing 20 sets of bunker gear each year until all members have two sets of gear. After that goal is reached the department will purchase 13 sets annually to ensure that all gear is replaced within the 10 year NFPA requirement.

External Stakeholder Relationships

An integral part of the success of the department and meeting the needs of the citizen's expectations are through external stakeholders. The external stakeholders include the American Red Cross, Community Development, Salvation Army, and United Way. These agencies work with LFD when there is a need for services in the community. The American Red Cross helps with temporary housing after an emergency situation. The Salvation Army responds to assist emergency personnel with rehabilitation on large incidents. These relationships help LFD provide the customer service that the community expects from our agency.

Future Planning

The Department will utilize call volume and response times to determine if current resources are deployed in a manner to best serve our jurisdiction. Should the data determine that the deployment of resources needs adjusting the department shall seek the best fiscally responsible manner to deploy and seek additional resources.

Strategic Planning Items to work on for the Future

Prevention:

Meeting ISO requirements

Staffing – part-time position

IAP for high risk targets/ thorough risk analysis

Operations:

Future staffing-minimum staffing needs (Accreditation)

Large Scale Incident Planning/Emergency Operations Center

Evaluate services offered

Critical Tasks Analysis

Training:

Maintain a Fire Training Coordinator and an EMS Training Coordinator

Airport expansion, keep in touch, stay updated

Future training philosophy (Technology, Scheduling, Competency, EMS) evaluation process

Regional Training Center (Establish Protocols and Agreements)

Logistics:

Apparatus/Vehicles Fleet

Updating stations within budget

Supply /Maintenance Officer

Community Outreach Officer

Administration:

Retirement (Loss of Experience)

Quality assurance of reports

Departmental Resources – improve efficiency and effectiveness

Staffing – increases in call volume and territory expansion/ analyze programs, risk assessments

Best Practices – Safety/Equipment/Personnel; Recruitment Team

SWOT Analysis

During the year of 2019 members of the Department met over several months to perform and discuss our SWOT (Strength, Weakness, Opportunity, and Threat) Analysis to determine any forces that may derail the Department from achieving our goals and objectives. We divided areas amongst different people and a SWOT was performed, then reviewed with the group to ensure nothing was missed.

Focus Questions: Look at every aspect of every program that we deliver and look at the efficiency and effectiveness of each. Document the strengths, weaknesses, threats, and opportunities for each. Ensure that all our goals and objectives can be met with our current budget or submit a request for additional funding. All members shall keep in mind the safety and wellbeing of all our employees and the citizens we protect. What changes need to be made to make each program more efficient and effective? Are we maximizing our resources and eliminating waste within each program? Do we have committees covering everything that needs covering? Are the committees being given the power to make changes and make improvements where needed?

Members of this Strategic Planning Committee determined that the following was a true account of each program and that the following SWOT Analysis was performed to improve every program.

SWOT – Administration

Strengths:

- Having an Administration Assistant.
- Accreditation Manager.
- Experienced Prevention Division.
- Strong Training Curriculum.
 - o Having suppression personnel teach classes and understanding the importance of teaching their units.

Weaknesses:

- Part-time AA instead of full-time.
- Not having a full-time Public Educator.
- Not having a maintenance person that can handle small repairs and maintenance issues within the Department.
- Only having one Training Officer.
 - o Relying too much on Company Officers for training.
- Prevention Division is maxed out and will need an increase in personnel with additional growth in the city.

Opportunities:

- Grow the Training Division to one Fire Training Coordinator and one EMS Training Coordinator.
- Create a Public Educator position.
- Create a maintenance person position.
- Make AA full-time.

Threats:

- Losing experience in the Prevention Division due to retirement.
- Not having experienced/interested candidates apply for prevention vacancies.
- Not having consistency with training from battalion to battalion.
- Future growth within the city.

SWOT – Training

Strengths:

- The LaGrange Fire Department has a formal training division that consists of two full-time staff positions.
- The LaGrange Fire Department has training facilities with multiple props, a burn building, repel tower, and confined space trailer.
- The LaGrange Fire Department has a new training facility located on W. Lukken Industrial Drive that is in a centralized location within the City. This new training ground has a classroom on site that will allow for effective training to be implemented without the delay of moving from site to site.
- The LaGrange Fire Department conducts numerous in-house National Professional Qualification courses to include: Firefighter 1 and 2, Hazardous Materials Awareness, Operations, and Technician courses, Fire Instructor 1 and 2, Apparatus Driver Operator Pumper/Aerial, Fire Officer 1 and 2, Technical Rope 1 and 2, and Airport Firefighter.
- The LaGrange Fire Department conducts in-house emergency medical technician classes that include EMT Basic and Advanced EMT levels.

Weaknesses:

- The company officers on suppression are utilized more to implement and ensure that shift training is being completed within their respective companies. The issue with this is that the continuity of training throughout each shift is not there based off of the different teaching styles and information of each instructor.
- The LaGrange Fire Department is also in need of more EMS instructors that are credentialed through the Department of Public Health. With the LaGrange Fire Department conducting in-house EMT, AEMT and Paramedic classes, the need for more instructors is paramount to the success of the programs.
- As call volume increases, training classes are disrupted often, causing employees to miss vital information and practical exercises.

Opportunities:

- The utilization of grants for training props.
- Creating some type of training consortium with neighboring departments in order to meet the needs of all organizations at an affordable price.
- The LaGrange Fire Department has the opportunity to become a regional training facility with the implementation of the new training center and its location.

Threats:

- Growth of the City is a continual threat to the training division with new territories, greater call volume, and more target hazards.
- The LaGrange Callaway Airport is in the process of completing its runway extension which will allow for larger commercial jets to land and take off. The airport is in the process of becoming a commercial airport instead of a regional general aviation. If this is to take place, the LaGrange Fire Department will have many new challenges to overcome.
- The local hospital's trauma capabilities are limited which creates different scenarios for all EMS personnel. The future of the hospital is uncertain and it is one of LaGrange's largest target hazards.

SWOT – Prevention

Strengths:

- The Prevention Department has highly trained and motivated staff members that are working towards a safer future.
- The Prevention Department has developed an effective scheduling system to assist with achieving our goal.
- The staff members of the Prevention Department are dedicated to the customers and citizens of the City of LaGrange.
- The Prevention Department has a great working relationship with the customers, other departments within the City of LaGrange and within the Fire Department.
- The Prevention Department has developed an effective Pre-Fire Plan Program, which will allow fire personnel to have a better understanding of a facility upon emergency situations.

Weaknesses:

- With growth of the City, the Prevention Division will need to increase staffing to three full-time inspectors to meet ISO and state requirements.
- As the City expands through annexing and new business growth, the Fire Prevention Department has to educate business owners in the procedures of Code Enforcement in the City of LaGrange.
- Newly promoted Deputy Fire Marshal with limited experience.
- Fire Marshal needs time to train Fire Prevention personnel on the responsibilities and procedures of the Fire Marshal's position.

Opportunities:

- With the growing need for an effective Fire Prevention Department, we can develop training for Prevention to help create interest within our own Fire Department.
- By being a member of the Georgia Fire Inspectors Association, the Prevention Department can keep up with updates with the codes and receive continuous education.
- Develop programs to educate the citizens of the City of LaGrange on Code Enforcement and the reasons behind doing Annual Inspections.
- Expand the Prevention Department to help with the safety and growth of the City of LaGrange.
- The Prevention Department to develop programs for target areas within the City.
- Newly promoted Deputy Fire Marshal can bring in new ideas to increase effectiveness.

Threats:

- That the Prevention Department will not be able to keep up with the continuous growth of the city.
- The Prevention Department due to the growth, having limited time for continuous education.

Departmental Facts:

The Prevention Department is dedicated to help ensure the safety of all the citizens of LaGrange, visitors and firefighters by conducting various types of inspections throughout the city each month.

SWOT – Community Outreach

Strengths:

- Fire safety house and Sparky the fire dog; physical assets.
- Certified Public Educators on each shift.
- Accreditation Manager splitting duties as Public Educator and Accreditation Manager.
- Good relationships with outside organizations.
- Active in community events.

Weaknesses:

- Lack of reliable logistical system for large assets means they aren't used often. (fire safety house, Sparky the fire dog)
- No personnel are assigned or dedicated to the public education division.
- Extended response times due to personnel attending public education or community events.
- Inconsistent delivery and effectiveness during public education events due to alternating personnel and varying abilities.
- Limited access to high risk demographics due to not having a dedicated Public Educator.

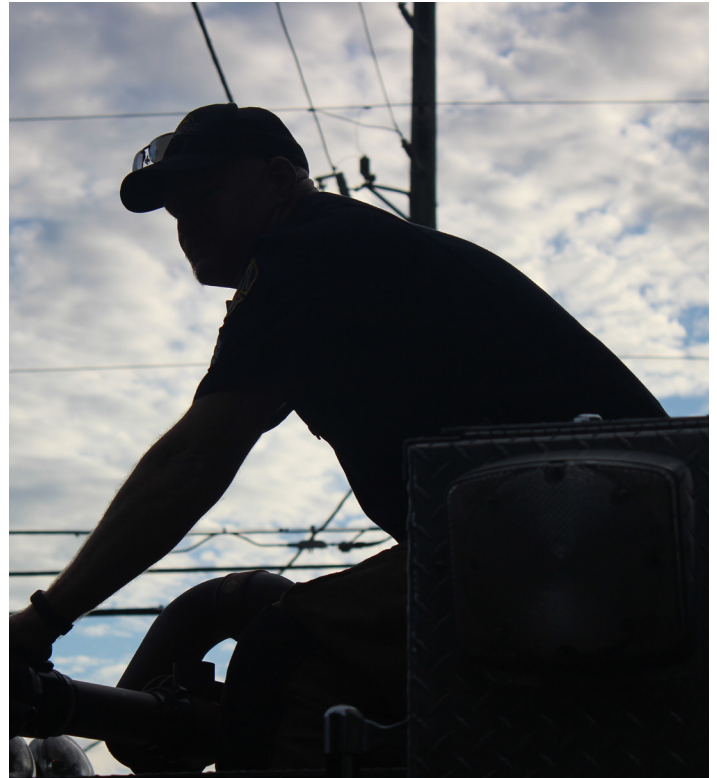
Opportunities:

- Allocating additional funding and personnel resources to the public education division, which enables the Department to provide a higher level of effectiveness in public education while also alleviating scheduling conflicts and missed training from shift personnel. This will also decrease the instances of delayed response times for city residents.
- Build and grow ongoing relationships with outside organizations.
- Use community events as a segue to increase public education opportunities.
- Actively reach out to local organizations and statistically proven high risk demographics in order to provide programs and education to those who have the most need.

Threats:

- Being able to reach all venues with our current staffing.
- Highest risk demographics don't always initiate contact or make requests.





SWOT – Operations

Strengths:

- Well trained personnel.
- Provide services needed by our customers.
- Meeting the needs of our employees by providing a safe, stable work environment.
- Good working relationship with other City departments and outside agencies.

Weaknesses:

- Communications could be always be better (multiple items often scheduled at the same time).
- Follow through.
- Retirement – loss of experience.
- Reaching/maintaining the Department's goal at the paramedic level, maintaining ALS engine responses.
- Required extra duty is unpredictable.

Opportunities:

- Seek out new ideas and technology and integrate into our operations if feasible.
- Establish best practices that ensure the safety and longevity of our personnel.
- Succession planning/promote leadership.
- Seek customer feedback on services.
- Analyze effectiveness of programs.
- Firefighter health (promote wellness, decrease harmful exposures, air monitoring).

Threats:

- Staffing, remaining at full staffing.
- Personnel turnover.
- Competition with other departments for funding.
- Increases in requests for services as population/geographical territory expands.
- Increases in call volume may require that other services be reduced.



SWOT – EMS

Strengths:

- Emergency medical calls are the majority of the calls for service that we run so the repetition creates efficiency.
- Our soft goods are supplemented and replaced for the most part by a private ambulance service so that cuts down on operating costs for EMS.
- We have support from the City of LaGrange and are granted most budget requests in order to stay on the leading edge with resources and competency.
- We have just started an in-house EMT school therefore providing an opportunity for members to gain certification easily.
- We have an adequate process in place for tracking and restocking of medications.
- CPR for citizens program has been created giving the Fire Department more visibility and potentially creating a more knowledgeable civilian population.

Weaknesses:

- The costs of most medications and devices are steadily on the rise therefore causing an increase to the budget with no return.
- There is no reimbursement for medical calls so maintaining a working system and buying new equipment is a concern for the operating budget.
- The procurement process for medications is becoming increasingly more stringent causing more time to be devoted to this area.
- Maintaining proper PPE for COVID-19 related calls. There are many unknowns that make it difficult to plan or predict what will be needed.
 - o Shortage of proper PPE.

Opportunities:

- The in-house EMS classes provide an opportunity for new members and incumbent members alike to increase training for emergency medical services.
- The program also provides an opportunity to create funds to combat the rising costs of the EMS service.
- The service could possibly be eligible for grants due to the education program in place.
- A spot for an EMS Coordinator in a training position could be possible to make the EMS branch run more efficiently.
- Partnerships with local businesses could help supplement the EMS program as well.
- Paramedic Program (in-house).

Threats:

- Large budget items can potentially come up without warning and not be able to be accounted for in the budget allocation process.
- Rising costs of medical equipment and medications with no way to offset costs.
- We have a lot of young employees who are in the process of becoming certified in the medical field.
- Increasing difficulty in finding new already qualified employees.

SWOT – Technical Rescue

Strengths:

- LFD has enough equipment between each apparatus to supply a medium/heavy technical rescue apparatus that could facilitate a rescue in Rope Rescue, Dive Rescue or Confined Space Rescue.
- LFD has five well trained technical rescue personnel that are members of Georgia Search and Rescue Task Force 4A.
- LFD has a fully functioning dive team.
- Between 2013 and 2018 (6 years) LFD has run an average of 313 rescue calls annually with the exception of 1630 calls in 2017.
- LFD currently has equipment to facilitate a Medium /Heavy Rescue in Rope Rescue, Confined Space Rescue, Vehicle and Machinery Rescue and Dive Rescue.

Weaknesses:

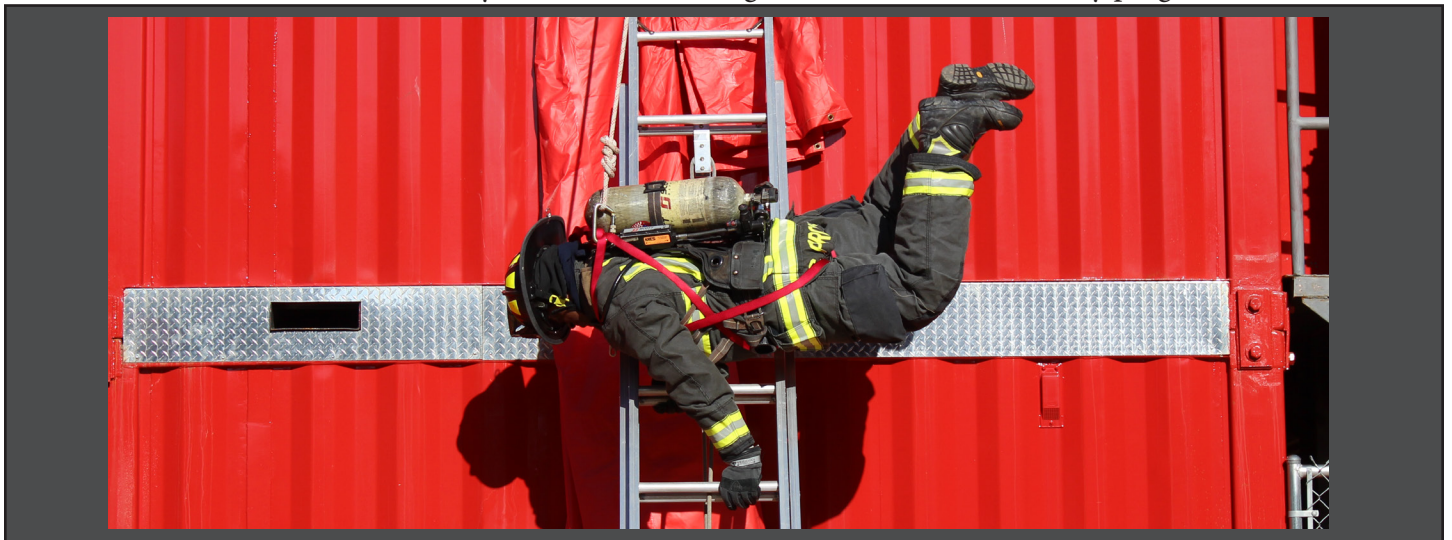
- All equipment is distributed between five apparatus.
- Not enough personnel trained to the ops or technician level in Rope, Confined Space, or Trench.
- The dive team apparatus, and equipment is in need of updating.
- The amount of training and resources necessary to train personnel to the technician level.
- The strain on staffing to host, train and take needed classes.
- The Department is currently budgeting for the purchase of equipment for Medium /Heavy Trench Rescue or Structural Collapse.

Opportunities:

- Take advantage of all the industrial plants and large tourism facilities within the City of LaGrange for training opportunities and Technical Rescue program support.
- To have one single apparatus that would combine all necessary medium to heavy rescue equipment to have available for a large incident.
- Use the Georgia Fire Academy and their technical rescue programs to get more members trained to the operation and technician level in our recognized disciplines.
- Use the knowledge of the Department to host rescue courses.

Threats:

- High cost for equipment for low probability calls.
- Technical rescue is a low frequency high risk incident. Training skills diminish rapidly without frequent training.
- The overtime to be incurred by students and having instructors teach the many program hours needed.



SWOT – Haz-Mat

Strengths

- Lagrange Fire Department is part of a county wide multi-jurisdictional HAZMAT team that can be called in to handle a HAZMAT incident anywhere in the county.
- All members are certified to the level of operations, many members are technicians and a couple of specialists.
- The county wide HAZMAT team maintains (3) HAZMAT trailers, A HAZMAT truck (squad 1), a mobile command post, a decontamination trailer and (2) air trailers.

Weaknesses:

- It may take some time for off duty HAZMAT team members to respond to a scene when needed. In most cases there aren't enough team members on duty to handle a large scale HAZMAT incident.
- Equipment and resources need to be updated.
- Quarterly HAZMAT team training is not always feasible with conflicting schedules of multiple jurisdictions.

Opportunities:

- Grant money is available for acquiring new equipment and resources.
- Training with CSX, Duracell and other companies that manufacture/transport hazardous materials is available.

Threats:

- Large quantities of HAZMAT on the interstate or railroad system could cause an incident that overwhelms our resources and capabilities.
- Growth of the industrial park could increase the quantity and frequency of hazardous materials in the City of Lagrange.
- Underground gas pipelines pose a threat due to unknown type of gas that is in the line at the time of a leak.



SWOT – Aviation

Strengths:

- The LaGrange Fire Department has a station strategically placed on the LaGrange Callaway Airport. This station can provide the necessary response time of three minutes as outlined in NFPA 403.
- The LaGrange Fire Department has a Class 5 ARFF apparatus that meets the needs of the LaGrange Callaway Airport that is currently a regional general aviation airport. The ARFF apparatus has 3,300 gallon water tank, 500 gallon foam tank, and a 500 pound dry chemical system.

Weaknesses:

- At this time the LaGrange Fire Department is limited on the amount of qualified airport firefighters who are needed to provide the appropriate level of protection to the LaGrange Callaway Airport, along with this, the personnel who are capable of operating the ARFF apparatus are limited.
- The bumper turrett needs repairs and tires need to be replaced in the near future. This is a priority in the next budget.

Opportunities:

- The LaGrange Fire Department has many opportunities available to them in regards to training with the LaGrange Callaway Airport Commission. Training would include airport familiarization along with aircraft familiarization of the various aircrafts that are common to the LaGrange Callaway Airport.
- The LaGrange Callaway Airport is in the process of extending runways in order to make the airfield larger and more accessible to larger aircrafts. With the LaGrange Callaway Airport wanting to transition into a commercial airport this may open the opportunity for the LaGrange Fire Department to obtain funding for the aviation division of the department. This will help ensure that personnel are properly trained and that the equipment is operational and adequate to provide the protection for the airport.

Threats:

- At this time the LaGrange Fire Department will meet the needs of the minor aircrafts that fly in and out of the LaGrange Callaway Airport. With the growth of the airport, the LaGrange Fire Department will not be able to keep up with protection without the training and equipment needed for the proper level of protection for the aircraft and flight traffic that will be coming with the transition to a commercial airport.

Strategic Plan Update – January 2020

- Station 5 constructed and in service – October 2019.
- Four Story Burn Building, Six Story Drill Tower, Training Classroom completed - December 2019.
- A new Command Unit was purchased - October 2019.
- New Pumper ordered - September 2019.
- Started a new Fitness Program for our employees - September 2019.
- 14 Committees formed to stimulate buy-in to the department and help direct the vision of the department - January 2019.
- Mental Health Program established - October 2019.
- PTSD –Return to work after incident criteria established - July 2019.
- Cancer Reduction PPE Hood replacement program and charcoal soap implemented - October 2018.
- Vehicle Fleet replacement schedule submitted - March 2019.
- Established a Closed Point of Distribution for the State Office of DHR – October 2019.

Objective 1:

To increase the overall effectiveness of the operations of LaGrange Fire Department.

Performance Measures:

- To evaluate our data annually to ensure that our forces are reaching the emergency within the appropriate timeframe.
- To ensure that we have an adequate number of personnel to respond and mitigate moderate to high risk incidents through comprehensive and thorough incident critiques and reviews.
- Increase performance and effectiveness through personnel development and training opportunities.
- To utilize technology to make our forces the most efficient and effective.
- To offer an in-house AEMT and Paramedic Program to increase the number of trained medical personnel within our area and our department.
- Continue our succession planning process.
 - o Provide training to supervisors so that they can adequately provide career counseling to their employees.
 - o Implement the practice throughout the Department to have supervisors annually provide career counseling sessions and to evaluate progress made since the prior year's career counseling.
 - o Identify members of the Department that exhibit behaviors that would make them ideal candidates for leadership positions (ex. work habits, volunteer activities, physical fitness activities).
 - o Through accurate annual evaluations, identify the strengths of personnel and build upon those strengths by aligning projects that will increase their confidence.



In a fire or other emergency, there is one thing that matters almost more than any other: response time. A few minutes could be the difference between preserving life and property, or allowing it to be completely destroyed.

Objective 2:

To meet or exceed the requirements set forth by the Commission on Fire Accreditation International for Accreditation and the requirements for ISO.

Performance Measures:

- To analyze data collected to evaluate our response forces monthly.
 - o Analyze the following criteria:
 - Alarm Handling
 - Turn-Out Time
 - Travel Time
 - Overall Response
- Standard of Cover and Risk Assessment will be reviewed annually.
- Hold annual strategic planning sessions.
- Conduct customer surveys for emergency responses.
- Conduct employee surveys annually.
- Continue to perform inspections and pre-fire plans on all existing commercial businesses within our response area.
 - o A risk assessment shall be completed with all pre-fire plans.
- To maintain a fully functional and adequate water supply system to provide necessary fire flow to all the structures within our response zone.
 - o The Department is committed to recording a flow test for each hydrant which will include static and residual pressures annually.
 - o Paint all hydrant bonnets to reflect NFPA color standards.
- The Water Department plans to upgrade any outdated hydrants within our response zones.
 - o As these hydrants are identified and placed out of service, the water department will replace them with new hydrants or relocate to a more appropriate area.
- The Water Department plans to continue the addition of new hydrants and water mains in any areas where additional fire flow is indicated by our pre-fire plan risk assessments.

Objective 3:

To provide adequate facilities, staffing, appropriate equipment, and reliable apparatus.

Performance Measures:

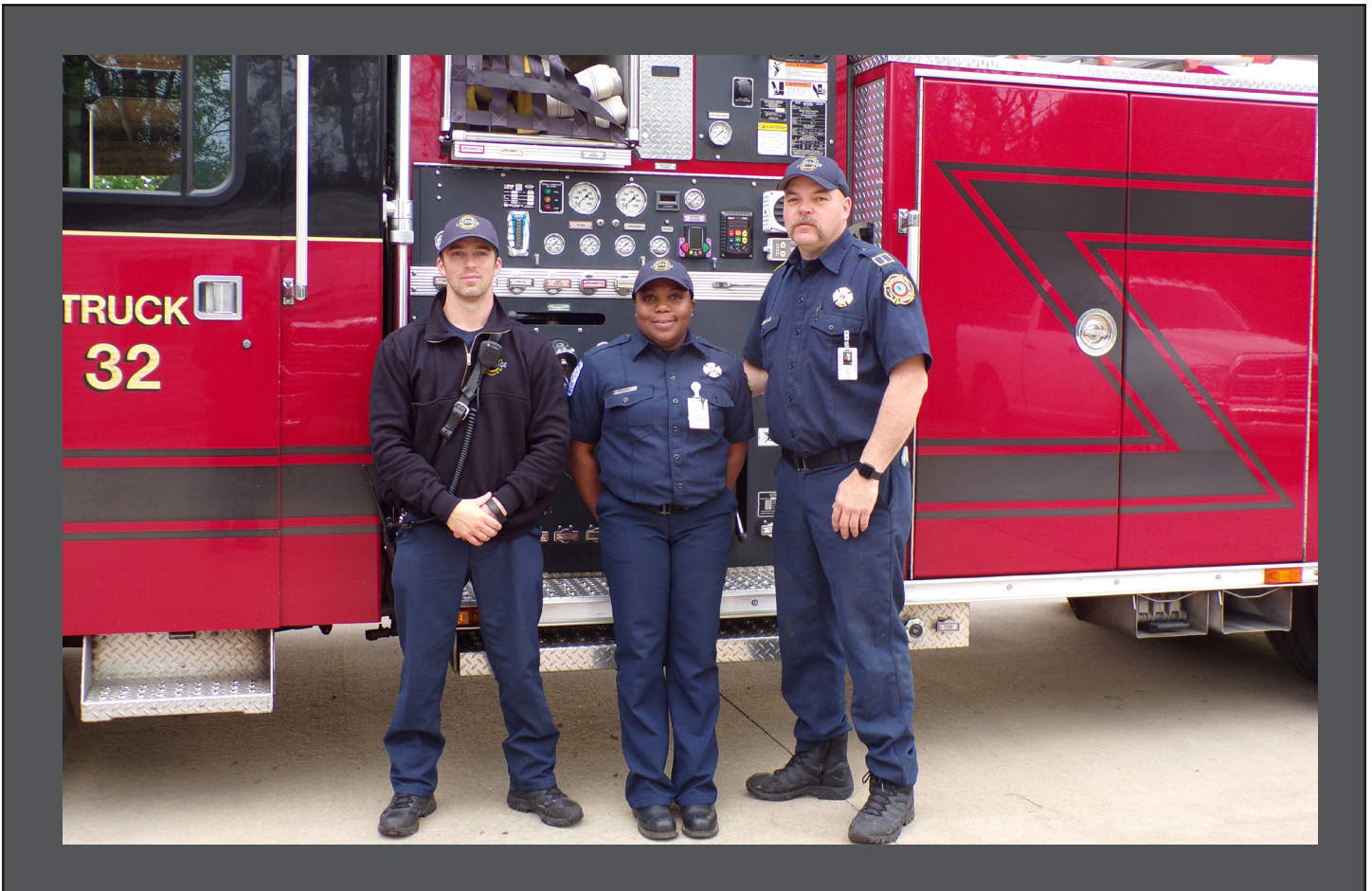
- To develop a comprehensive vehicle and equipment replacement plan.
- To purchase apparatus and equipment that will meet our needs in the future.
- Track vehicle out-of-service time.
- To review response data to determine proper location of stations and equipment.
- All bunker gear shall be inspected and repaired biennially.
 - o Gear shall be cleaned after each working structure fire and at least every six months.
- To provide every employee with a set of back-up gear.
 - o Back-Up Gear shall be placed in vacuum sealed bags and placed in appropriate locker.
- To perform Hydro tests on all SCBA cylinders annually.
- To perform air quality tests on our SCBA cylinders, cascade system and filling system annually.
- To ensure all personnel have SCBA fit testing completed annually.
- To install compressors and SCBA filling stations within all fire stations.

Objective 4:

To provide safe, effective and efficient response and mitigation of all calls for service.

Performance Measures:

- To track and analyze data to ensure that our forces are efficient and effective.
 - o To ensure turnout time is less than 60 seconds 90% of the time for medical calls.
 - o To ensure turnout time is less than 90 seconds 90% of the time for fire calls.
- To start tracking data to ensure positive outcomes on medical and fire calls.
 - o Track Transfer of Care Times to AMR to ensure this is being done in an appropriate time. To be evaluated July 2021 to establish appropriate time.
 - o Track time that the scene size – up, 360 and initial assignments are completed on working structure fire calls.
- To conduct quality assurance reviews based on surveys and citizen feedback from social media.
- To ensure that best practices are being carried out on all calls for service to ensure employee safety and long term health.
 - o Any workplace injuries or accidents to be reviewed by the safety committee and the accident review board within the quarter, or quarterly at minimum.



Objective 5:

To create a recruitment process that welcomes a more diverse candidate pool through recruiting events, recruitment videos, social media and a positive community relationship.

Performance Measures:

- Continue with the recruitment committee and maintain a diverse set of members.
- Establish goals for recruitment events and performance objectives.
- Challenge our recruitment committee to think outside the box in ways to recruit a more diverse workforce.
- Use social media to highlight the Fire Department's achievements and activities to motivate more people to apply.
- Be a positive light within the community to show that our employees welcome people of all backgrounds and demographics.
- Work towards having our department closely represent the demographics of our City.
- Review our recruitment and hiring process annually to ensure we are hiring the most qualified candidates.

Objective 6:

To provide a safe and comprehensive training curriculum to meet or exceed all levels of requirements for Insurance Services Office and Federal, State, and Local Government standards.

Performance Measures:

- To provide a detailed annual schedule and course of study that will enable each certified firefighter to meet the annual ISO training requirements:
 - o 192 hours Company Training
 - o 6 hours Hazardous Material Training
 - o 12 hours Driver Training
 - o 60 hours New Driver Training
 - o 12 hours Officer Training
 - o 240 hours Recruit Training
 - o 18 hours Facility Training
- To provide a detailed schedule and course of study for all State Certified Firefighters that will enable them to complete all requirements set forth by the Standard and Training Council.
- To provide a detailed schedule and course of study for all Certified EMT's and Paramedics that will enable them to receive the training requirements set by the State Office of EMS for the biennial recertification.
- To provide pre and post-tests for all training classes to evaluate the effectiveness of the Training Division's delivery of training.
- To provide EMT-B and AEMT training in-house to all required employees and Paramedic training to those that seek this certification.



Objective 7:

To prevent the loss of life and minimize injuries through a proactive approach to public education, code enforcement and fire scene investigations.

Performance Measures:

- The Prevention Division shall continue to ensure that all occupancies within the City of LaGrange meet the codes adopted by the City, protecting the occupants, customers and public safety personnel.
- The Prevention Division will continue to maintain standard qualifications and training as mandated by the Georgia State Fire Marshal's Office, Georgia Firefighter's Standard Training Council, and the LaGrange Fire Department's job descriptions policy.
- The Prevention Division will continue to maintain a Certified Plans Examiner on staff to ensure that all new construction will meet the adopted Code compliance.
- Write and implement policies/guidelines to ensure uniformity in the fire investigations process.
- All administrative staff to be State Certified Investigators within five years.
- All Lieutenants shall be trained to Fire Officer 2 for conducting small fire investigations.
- All certified investigators shall receive 24 hours of continuing education annually.
- The Prevention Division shall continue to maintain an effective scheduling system.
 - o Each member is assigned a certain number of inspections weekly.
 - o Each re-inspection is conducted within its appropriate time frame.
- The Prevention division shall continue to assist our customers with determining the best solutions for code compliance and conduct inspections as needed to correct any building/code issues as soon as possible.
- The Prevention division shall continue to work closely with all healthcare facilities and the school system to ensure occupant safety.
- Maintain an effective pre-fire planning system.
 - o The Prevention Division will ensure occupancies are pre-fire planned annually pursuant to ISO requirements.
 - o The risk assessment portion of the pre-fire plan shall be utilized to make an assessment of the required fire flow for that facility and any requests to the Water Department for additional hydrants or fire flow needs.
- Fire Safety education is the cornerstone of fire prevention.
 - o The Department will continue to be active with the local schools and daycares to provide fire safety education.
 - o The Department will continue to provide and assist local industry with fire extinguisher training and observation of fire safety drills, as well as familiarization of the individual industry's high hazard areas.
- Conduct incident action plans on all high risk businesses or structures within five years.

LaGrange Fire Department

