



**City of Dalton Fire Department  
Strategic Plan  
2019-2021**





CITY OF DALTON  
TOWER 1

DALTON FIRE DEPT.

DALTON FIRE  
DEPARTMENT

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It gives me great pleasure to present the City of Dalton Fire Department's Strategic Plan for Fiscal Years 2019-2021. Months of effort and input from all divisions of the department have resulted in a document that lays a clear path to guide our organization in to the future.

Our plan is centered on four key goal areas: training, service delivery, marketing, and forecasting and asset management. Within the plan are the objectives that our department envisions as priorities over the next three years. Several action steps are listed that, when completed, will greatly improve the likelihood of meeting each of our strategic goals.

It is imperative that we as individuals and as an organization have a clear vision of what we want the City of Dalton Fire Department to look like in the future. Therefore, it is imperative that we have solid plans to guide us to that end.

I would like to thank all our members who have helped create this document. I hope this Strategic Plan will better inform our members, as well as the public, of the challenges we face and the initiatives we have developed in an effort to overcome these challenges.

This 2019-2021 Strategic Plan will help the City of Dalton Fire Department effectively and efficiently progress into the future. By staying true to our Vision, Mission, and Organizational Values, we will be more capable of meeting each of these goals and, in turn, improve the quality of service we deliver to our customers, the citizens of Dalton.

Todd Pangle  
Fire Chief

## **Introduction**

The City of Dalton Fire Department Strategic Plan is designed to be a living document that is constantly reviewed and updated to maintain currency and relevance within our department and community. This document defines a set of strategic objectives designed to ensure the vision, mission, and goals of the agency are successfully achieved. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results, and adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what it wishes to accomplish and provides the framework within which organizational goals are met.

## **Methodology**

At the core of the Strategic Plan are a variety of steps, all designed to assist the organization in keeping our eyes on the horizon. For each goal, several objectives are identified; the completion of each objective greatly increases the likelihood of accomplishing the goal. Since goals and objectives could require complex or long-term operations, several action steps are included with each objective. These action steps provide direction for department members or the specific steps with which objectives may be accomplished. It should be noted that the action steps listed are not all inclusive; employees are encouraged to use creativity in developing additional methods for improve organizational efficiency and effectiveness.



## Vision

To serve our community with integrity and be the standard by which fire service organizations are measured.

## Mission

The City of Dalton Fire Department is dedicated to providing our community with the highest standard of service through prevention, public education, training, and emergency response.

## Organizational Values

**Integrity** - firm adherence to honesty and our code of ethics

**Accountability** – our obligation and willingness to accept responsibility and account for our actions

**Discipline** – behavior and order maintained by training, self-control, and adherence to our rules of conduct

**Responsibility** – our obligation to serve with reliability, trustworthiness, and professionalism



## **City of Dalton Fire Department**

### **Code of Ethics**

I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service.

Therefore, I pledge the following:

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.
- Exercise professionalism, competence, respect, and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities prior to going on duty that may result in the impairment of my mental state or performance while on duty, or may compromise safety.
- Adhere to our rules of conduct as defined by city policy and departmental standard operating guidelines and procedures.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Adhere to the City's social media policy and responsibly use electronic communications or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

Adapted from United States Fire Administration Firefighter Code of Ethics

## **Strategic Goal #1 - Training**

Objective 1: Continue our emphasis on training as a top priority within our department

### Action Steps

- Highlight the importance of wellness & fitness through improvements to education and physical training programs
- Create additional opportunities for professional development, both inside and outside the organization
- Ensure promotional materials retain currency and relevance within the organizational structure and the profession

Objective 2: Increase our involvement with and delivery of internal and external training programs.

### Action Steps

- Utilize a regional academy approach for hosting programs to maximize budgetary value for DFD and surrounding departments
- Increase focus on company officer development and accountability
- Implement National Professional Qualifications (NPQ) testing for pumping apparatus and aerial apparatus driver operator programs
- Improve standardization of operations through more frequent delivery of department-wide training programs
- Increase automatic aid training and interagency coordination with Whitfield County Fire Department
- Develop and deliver an in-house EMT program and supplement with shift-based recertification training
- Create additional training opportunities in the areas of information technology and records management systems

Objective 3: Create inter-disciplinary training opportunities for high risk-low frequency emergency events.

### Action Steps

- Evaluate current capabilities for response to specialized incidents
- Develop a training pipeline for technical rescue disciplines
- Enhance hazardous materials training programs at the operations and technician levels
- Facilitate all-hazards planning, training, and coordination for response to specialized incidents



## **Strategic Goal #2 – Service Delivery**

Objective 1: Evaluate effectiveness of current service delivery through data analysis

### Action Steps

- Perform audits of our records management systems to identify possible inefficiencies
- Assess efficacy of current practices in the area of pre-incident planning
- Explore ways to increase numbers reached by fire safety education/prevention programs
- Compare current staffing levels to recommendations published in national consensus standards
- Incorporate apparatus maintenance costs and lost service time into analysis of current apparatus replacement schedule

Objective 2: Utilize findings to develop strategies for improving effectiveness in service delivery

### Action Steps

- Install mobile data terminals and automatic vehicle locators with mapping capability in all fire apparatus
- Review and adjust apparatus placement and response packages as needed
- Work toward NFPA 1710 compliance
- Budget for information technology updates
- Establish minimum qualifications for Squad 1 crew
- Create a permanently assigned officer position on Squad 1
- Include integrated harness w/ bailout system in structural protective clothing
- Consider research & development teams for product evaluation
- Establish breathing air refill capability at each station
- Revise current apparatus replacement schedule
- Update and maintain multi-year plan for hazardous materials response
- Strengthen capabilities and resources allotted for fire investigation
- Implement an equipment replacement schedule for self-contained breathing apparatus

### Strategic Goal #3 - Marketing

Improve internal and external marketing strategies for the benefit of all stakeholders

#### Action Steps

- Build upon success realized through delivery of the Class 5 program
- Enhance public education & fire safety programs
- Increase visibility through use of city website, social media, and other media outlets
- Overhaul recruitment & pre-employment screening processes
- Strengthen relationship with public information officer by providing education on fire department operations



## **Strategic Goal #4 – Forecasting and Asset Management**

Incorporate proactive planning to better anticipate future needs

### Action Steps

- Include station officers in budgetary planning & asset management efforts
- Continue to focus on personnel safety
- Improve and expand use of selection committees for products/technology/services/tactics
- Perform ongoing needs analyses for technical services and specialties
- Conduct needs assessment for protective clothing and equipment for technical rescue disciplines
- Continue periodic review of standard operating procedures and guidelines and expand as needed
- Market regional academy approach for hosting programs to maximize budgetary value for DFD and surrounding departments



**Strategic Planning Committee**

Deputy Chief Ricky Busby

Training Division Coordinator Keith Dempsey

Lieutenant Dan Hudson

Engineer Brandon Elliott

Firefighter Justin Rishel

Firefighter Terry Rogers



