

ATLANTA FIRE RESCUE DEPARTMENT



STRATEGIC PLAN

FY2014 – FY2018



VERSION 2.0 – All Hazards

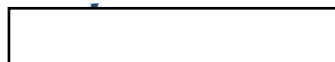


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Atlanta Fire Rescue Strategic Plan Version 2.0—All Hazards Edition

Foreword by Fire Chief Kelvin Cochran



On behalf of the men and women of the Atlanta Fire Rescue Department, we proudly resubmit to you our revised FY 2014 – FY 2018 Atlanta

Fire Rescue Strategic Plan Version 2.0—All Hazards Edition, third edition. On the pages to follow, there are eleven, well-developed and refreshed Strategic Initiatives representing our departmental needs while simultaneously embodying many environmental factors and influences. This Plan continues to align with Mayor Kasim Reed’s six strategic priorities for the City of Atlanta- Public Safety, Financial Health, Economic Growth, Youth Development, Cultural Excellence and Customer Service. Each of these initiatives have been thoughtfully established to enhance the service levels commensurate with all hazards within the jurisdiction and authority of the Atlanta Fire Rescue Department as defined in the City of Atlanta Charter and Code of Ordinances.

The all-encompassing approach remained essential during the recent refresh exercises. In doing so, we were once again able to maintain our participative and deliberately engaging process including each of the fire service divisions of labor, all ranks, and both sworn and civilian personnel. As with the previous two editions, the Atlanta Fire Rescue Doctrine continues as the foundation to this inclusive process while our vision, mission, core values and organizational priorities serve as the load bearing walls, or structural support.

Each initiative is the product of an all-hazards community risk assessment which revealed gaps in departmental capabilities and gaps in providing services to our citizens, employees and other stakeholders. In addition to the previous environmental scan which assessed industry and global trends in fire, Emergency Medical Services (EMS), rescue and homeland security services, we have revised some areas based on pilot results and changes in our environment. Conclusively, we have successfully formulated a plan which accurately forecasts the needs of the department for the next five years.

Mayor Reed and his Administration, along with our Council Members, have sincerely embraced our Strategic Plan, championing our collective betterment in ways that are unprecedented in the history of the City. Through their unwavering support, we have achieved several key intended outcomes as well as some that would have seemed inconceivable during harsh economic times such as those currently faced by many city governments. These outcomes, or accomplishments, are a direct result of the words, sentences, photographs and figures included on the pages that follow.

Over two years ago, I asserted that this plan was a living, breathing instrument representing a roadmap to restoring our department to optimum levels. Collectively, we acknowledged that the path would not be one easily traveled, but we would set out on this journey together with a common, relentless cause unyielding to any and all adversity or criticism. I must admit that I erred. This plan was not a roadmap, but a flight plan. At that time, we resolved to put our best foot forward; instead, we unbridled our eagle wings and embraced our resurgence!

INTRODUCTION



FY 2014 – 2018 Strategic Plan for Atlanta Fire Rescue Department

This document, developed by members of the Atlanta Fire Rescue Department, encompasses our Vision, our Mission, our Values and their influences on our organizational goals, objectives and our strategic plan. Though this is the third edition of this Plan, it still remains the first, comprehensive Strategic Plan completed by the Atlanta Fire Rescue Department since the 1998 – 2003 Five Year Plan. Similar to the original team, our newest Strategic Planning Team consists of thirty-three sworn and civilian members representing all labor divisions, including sworn ranks from firefighter to chief officers; and civilian personnel from support staff to managers.



VISION

The Atlanta Fire Rescue Department strives for excellence in emergency preparedness and response to enhance our customer-focused, innovative role as industry leaders while overcoming expanding risks.

MISSION

The Atlanta Fire Rescue Department shall provide prompt quality services to our stakeholders that promotes safety, security, enhances sustainability, and enriches quality of life through professional development and dedication to service.

Our mission statement is our focus while serving the citizens of Atlanta. Ultimately, our customers decide the services we deliver. Our personnel have an obligation to provide those services in the safest, most professional and efficient manner.

PHILOSOPHY



Aligned with Mayor Kasim Reed’s city-wide strategic priorities- Public Safety, Financial Health, Economic Growth, Youth Development, Culture of Excellence and Customer Service, the Atlanta Fire Rescue Department (AFRD) is positioned to provide the community with the resources necessary to meet their needs consistently and proficiently. Responsive, qualitative, public safety services provided by committed AFRD personnel build community equity and determine the trust stakeholders invest in our leadership. Our key stakeholders and the beneficiaries of our Strategic Plan are the citizens of Atlanta, business community, AFRD members, elected officials, Neighborhood Planning Units (NPU), and the Atlanta Fire Foundation.



Continuing our shared focus with Mayor Reed’s strategic priorities, we sustain our involvement with our stakeholders by continuously establishing, nurturing and maintaining strong relationships through meaningful interaction well beyond emergency response. We listen acutely to their needs while continuously seeking opportunities to retain our responsiveness.

The Atlanta Fire Rescue Department provides diverse programs to meet the personal fulfillment and professional development needs of our personnel. In recognition of the need to encourage members’ support of our Vision and Mission, we continually strive to motivate and increase participant incentives, strengthen morale, enhance individual self-worth and promote confidence.

CORE VALUES



Our **Organizational Core Values** determine our image. The image of the department is determined by each member's commitment to, and practice of, our values. Our members' collective professionalism determines the integrity of our organization. Membership within the Atlanta Fire Rescue Department denotes that each member must value the personal needs and aspirations of others and recognize the need for:

- A. Preserving **integrity** through respect, honesty and personal honor of its members;
- B. Maintaining **competencies**, including one's personal and professional development, improves members' working and living conditions;
- C. Providing best-in-class services that meet, or exceed, industry standards for **excellence**;
- D. Enhancing **predictability** through properly derived regularly reviewed and equally enforced departmental controls;
- E. Providing an atmosphere that encourages **honesty**, camaraderie and high regard for the common good of all;
- F. Providing an **"ism-free"** climate that is free from racism, sexism, favoritism, nepotism and territorialism; and,
- G. Embracing **accountability** to ensure that all members contribute to our organizational success.

ENVIRONMENTAL SCAN

Our commitment is to anticipate, understand and meet or exceed the expectations of our internal and external customers. Through continuous "environmental scanning", we analyze trends, programs and services for all customers assuring their satisfaction with the services received. Considering this, AFRD initiated an Environmental Scan which involved conducting a comprehensive review of the constantly changing operating environment. This review yielded trends, clues, and indications of events, or factors, that could impact the successful execution of our Strategic Plan. Collectively, the AFRD Planning Team pooled their knowledge of external trends at the Federal, State, Regional, and Local Area

levels in addition to their observations and experiences within the Department. The following summary includes the key impact and implications of the Team's Environmental Scan which were factors in the development of our Strategic Plan.



Fire Prevention and Life Safety

Public approval and support remains high for AFRD. This being evident by the last City of Atlanta Citizen Satisfaction Survey where citizens expressed confidently (72%) that they believed AFRD would be “capable of protecting their homes in the event of a fire”.

Despite citizen’s confidence being heightened, there remains an increasing trend towards creating a “culture of preparedness” throughout America. As this culture of preparedness evolves, there will be an increase of prevention-driven mandates such as installation of residential fire sprinklers, installation of smoke alarms, and greater

requirements for analysis and documentation of current trends and practices.



Homeland Security

“Resilience” is the focal point for homeland security through preparation, protection, responsiveness, recovery, and mitigation. Homeland Security requires partnerships with government, private industry and other emergency management entities, as well as community involvement. As a result of these partnerships and community involvements, AFRD will increasingly be seen as a Homeland Security resource for the Metropolitan Atlanta Region.

Emergency Preparedness and Response



A prior City of Atlanta Citizen Satisfaction Survey indicated that some citizens are not sure about the City’s readiness for natural disaster or terrorism (38%). In response to these results,

AFRD has placed greater emphasis on shared responsibility, collaboration, coordination and decision making between the Department of Homeland Security, FEMA and with U.S. Fire Administration for prevention, preparedness, response, and recovery. As a part of emergency preparedness, AFRD has developed and implemented the Atlanta Emergency Preparedness Institute with objectives of being the lead, trailblazing organization in community education, readiness and community-level survival.

Emergency Medical Services (EMS)

In an effort to provide training and programs to our EMS partners, there will be greater commitment to engage Federal, State, Regional and Local EMS organizations. These efforts will support life safety strategies of the local community. Allied organizations, such as the American Heart Association and Department of Public Health, for example, will also be invited to partner and educate the public on emergency medical services. Strategies to enhance standard of response coverage for basic life support and advanced life support will be developed.

Special Operations

Supported by findings from the previous assessments, the current task force stations remain overwhelmed and struggle to adequately meet the demands for Special Operation Services. Consequently, there are increasing needs and demands for addressing risks for technical rescue incidents such as water, confined space, high angle, trench excavation, structural collapse, as well as hazardous materials incident mitigation.



Professional Development

With the steady attrition rates experienced over the past several years and the projected, cyclical impacts of those retirements affecting industry knowledge retention, it is projected that the department will continue to experience reduced expertise as the pool of diverse knowledge continuously retires with those members hired approximately twenty-seven years ago. Despite the steady attrition rates of recent years, the department has experienced record low vacancy rates due, in part, to recent enhancements in recruitment and hiring. Also, it is presumed that these enhancements will result in higher recruit retention rates, higher career success and more dynamic industry leaders benefiting the Department, the City and fire industries. With these environmental

changes, the department has deliberately shifted its focus towards aggressive training and professional development to assure an array of training capabilities impacting both State mandated and departmentally required training, as well as optional, professional development-based training. Incidentally, there will continue to be an ongoing need to evaluate current processes so that a minimal loss of industry expertise and experience would result with each retirement.



Line of Duty Deaths and Injuries



As determined by the assessment of AFRD's risks and vulnerabilities, prevention has become the focus of occupational safety and health programs. AFRD will continue playing a pivotal, advocacy role for a culture of health, fitness and behavior that enhances emergency responder safety, survival and quality of life.

Facility Enhancements and Expansions

Facility and infrastructure maintenance, improvements and expansions have been minimal and have not grown at a pace relative to the growth of the City, departmental programs, staffing, and training activities on either the National or Local levels. Consequently, greater emphasis on appropriate maintenance and adequate space will be required to meet the increasing needs of our stakeholders.

Funding

As City funding is expected to remain static, there is a growing trend to maximize existing departmental budgets by responsibly facilitating daily business practices in ethical, business-savvy ways that result in savings. Likewise, there is an increased interest in analyzing the impact of federal fire grants on local fire departments' capabilities to protect life, property and the environment. AFRD has successfully applied for and received several Federal and State grants in recent years including grants for staffing increases; fire risks reduction and awareness; wellness and fitness enhancements; and special operations equipment and supplies. Most importantly, AFRD will continue seeking and maintaining

partnerships with Federal, State and Local agencies to maximize Federal funding opportunities.



ORGANIZATIONAL PRIORITIES



The greatest obligation of the Atlanta Fire Rescue Department is emergency preparedness and response. When our customers call, we answer, timely and professionally. Continually, we implement programs, activities and services premised in emergency response. A structured and well-planned budget supports our emergency services needs. Activities related to fire prevention, training, safety, maintenance, communications, support services and human resources comprise a strategic approach to the overall organizational priorities.



To assure that we accomplish our Vision and Mission, the strategic approach includes:

- I. **Human Resource Management**
- II. **Professional Development**
- III. **Emergency Preparedness and Response**
- IV. **Facilities, Equipment, Supplies and Technology Acquisition**
- V. **Customer Service Programs' Development**
- VI. **Public Information, Education and Relations Delivery**



As a priority, we will deliver the highest quality service attainable in the most cost-effective manner. By continuously evaluating departmental operations, we will ensure a sufficient return on the appropriated funds. These evaluations will entail performance and resource measurements to maintain efficiency and accountability and will be implemented for each initiative. Fundamentally, the purpose of these initiatives is to enhance services while maximizing resources for the benefit of our stakeholders.

STRATEGIC INITIATIVES

FY2014 - FY2018



1. Conduct Facility Renovations and Replacement
2. Systematize Fire Apparatus and Fleet Replacement
3. Enhance AFRD Training Delivery
4. Ensure Competitive Salaries
5. Reinststitute Health, Wellness and Fitness Initiative
6. Enhance Emergency Medical Services
7. Assure Emergency Preparedness and Homeland Security
8. Enhance Administrative Support

9. Increase Field Operations Staffing
10. Enhance Special Operations Services
11. Enhance Community Risk Reduction



In its entirety, we are confident that this revised Strategic Plan will continue to produce needed improvements in fire services within the City of Atlanta. We recognize the financial challenges that continuously affect our City's progress and we are consistently mindful of all foreseeable fiscal impacts and implications when querying data and compiling costs projections. Although we have achieved numerous components of many of the eleven initiatives, most of the plan remains unfunded. However, a fiscally responsible and well-communicated strategic plan positions AFRD and the City of Atlanta to maximize unanticipated financial opportunities and to more accurately plan for the future. Continued support from the Mayor and City Council is essential to effective financial planning and full implementation of this Strategic Plan.

STRATEGIC INITIATIVE

-1-

Facility Renovations and Replacements

Abstract

The purpose of the Facility Renovations and Replacement Strategic Planning Initiative is to improve all current facility conditions for Fire Services in the City of Atlanta by 2018.

Historical Narrative



Although the Atlanta Fire Rescue Department has constructed six replacement fire stations within the last fifteen years and began the process to construct Station 22 during FY2013,

our remaining inventory includes fourteen stations that are beyond their designed life-cycle. While the existing stock of stations has undergone minor renovations and repairs, there have been no major renovations to these aging facilities. Both historically and currently, AFRD has lacked adequate capital funds necessary to maintain a replacement and renovation schedule in parallel pace with its aging facilities. As an example, a major lack of repairs continue to plague the AFRD's Training Academy as it still occupies an inadequate, temporary facility leased from Atlanta Public Schools since 1990. In 2009, AFRD relocated to the new shared Public Safety Headquarters Facility and Support Services Annex.

Current Status: In Progress

Current State Assessment

As stated, Atlanta Fire Rescue currently has fourteen stations that are past their designed life-cycle. Eight of these stations are of wood frame construction or schematically inadequate and are poor candidates for major renovations. The remaining six are masonry buildings and could be renovated more cost-effectively than new construction. Additionally, our remaining station inventory suffers from deferred maintenance due to the lack of adequate, designated funding for consistent, general maintenance.

During FY2012, a little more than \$1.2 million dollars in Bond Funds were appropriated by City Council to initiate fundamental repairs on stations including: roof replacements, driveway repairs, living area reconfigurations, and much needed American's with Disability Act (ADA) repairs to modify existing restrooms in stations. More recently, Council allocated an additional \$500,000 to begin the lengthy renovation process for Station 7. To assure project completion, the Administration has proposed an

additional \$2.5 million for FY2014 in the City's Five Year Plan which will fund mold and mildew abatement and professional services associated with reopening the station.

Recommendations & Impact

As stated, Atlanta Fire Rescue currently has fourteen stations that are past their designed life-cycle and is currently funded for less than \$485,000 annually for general maintenance and supplies for all station in inventory; therefore, AFRD must build support among its stakeholders for a successful public safety bond referendum necessary to fund a comprehensive program to replace or renovate its backlog of aging facilities and to add three, new facilities necessary to improve training, response coverage and ISO ratings. In doing this, one must recognize the fiscal impact and implications on staffing, fleet and incidental costs as any increase in facilities would cyclically create the need for additional staffing for those

stations and also cyclically create the need for additional fire apparatus.



Strategic Measures

In order to increase AFRD's reliability and dependability, stakeholder pride in neighborhood stations, morale of station personnel, enhance operational efficiency and sustainability the following Strategic Measures were identified to gauge the success of this Strategic Initiative:

1. Percent decrease of facilities beyond life cycle;
2. Percent of budget allocated for capital improvements;
3. Members (sworn and non-sworn) Satisfaction Rate; and,
4. Citizens' Satisfaction Rate.

Time Frame: 5 years

Costs: (*Including the cyclical impact of staffing and apparatus when new stations are constructed)

Facilities						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$43,200,000	\$12,490,000	\$19,100,000	\$ 3,800,000	\$ 4,400,000	\$82,990,000
Capital, Operating	\$ -	\$ -	\$ 350,000	\$ 175,000	\$ -	\$ 525,000
Human Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$43,200,000	\$12,490,000	\$19,450,000	\$ 3,975,000	\$ 4,400,000	\$83,515,000
Description	<i>Replace 23, 25, 30 and the Training Academy Facility; Renovate 1, 7.</i>	<i>Replace 20, 26 and 31; Renovate 8, 12, 14 (additional bay)</i>	<i>Add Peachtree Battle and Princeton Lake; Replace 9, 10, 19. Renovate 21</i>	<i>Add Kimberly Road; Renovate 2 and 16</i>	<i>Replace 27; Renovate 17, 29 and 38</i>	

New Stations: Field Operations Staffing and Annual Increments						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital, Operating	\$ -	\$ 159,000	\$ 388,400	\$ 184,000	\$ -	\$ 731,400
Human Capital	\$ -	\$ 1,274,932	\$ 5,356,136	\$ 1,284,236	\$ 277,036	\$ 8,192,340
Total	\$ -	\$ 1,433,932	\$ 5,744,536	\$ 1,468,236	\$ 277,036	\$ 8,923,740
Description		Staff Station 7 with 3 Captains, 3 Sergeants, 9 Firefighters	Staff Peachtree Battle (Double house 3 Captains, 3 Lieutenants, 9 Sergeants, 17 Firefighters totaling 32) AND staff Princeton Lakes (Double house 3 Captains, 3 Lieutenants, 9 Sergeants, 17 Firefighters totaling 32). Add 3.5% annual increment for members of Station 7.	Staff Kimberley Rd Station (single house 3 Captains, 3 Sergeants, 9 Firefighters totaling 15). Retain costs and add 3.5% annual increment for the members of Peachtree Battle & Princeton Lakes	Represents the 3.5% annual increments proposed for additional staffing levels in this package.	

Funding: Partial funding for this Initiative was provided during FY2012 (Bond Funds) and FY2013 (General Funds for Station 7). Additional funding for this Initiative is pending consideration.

STRATEGIC INITIATIVE

- 2 -

Fire Apparatus and Replacement

Abstract

The purpose of the Fire Apparatus and Fleet Replacement Strategic Planning Initiative is to establish an attainable, replacement schedule for engines, aerial apparatus, specialty apparatus (heavy duty trucks) and support, vehicles such as light duty cars and trucks.

Historical Narrative

Prior to the year 2000, The Atlanta Fire Rescue Department's purchase of motorized vehicles was very limited. In 2000, the organization obtained a ten year lease agreement and developed a plan to replace all of its engines and trucks over a two year period. However, this plan excluded specialty apparatus and support staff vehicles which would later prove to be crippling. Despite the department recommending a two year period of staggered fleet replacements to avoid mass replacements, the cycle was not instituted causing all life cycles to end simultaneously. Many of the support staff, or light duty, vehicles in use

currently are beyond the seven year, or 120,000 mile, life cycle recommended by the Office of Fleet Services Life Cycle Schedule. The Atlanta Fire Rescue Department surrendered seven support staff vehicles in 2008 during the fleet reduction program instituted by the City as a budget reduction measure. During FY2011, the City embarked on a Rapid Fleet Procurement project resulting in the funds allocation of \$1.8 million dollars for fleet replacements and motorized equipment replacement such as extrication devices and lawn mowers.

Current Status: In Progress

Current State Assessment



Prior to FY2011, the Atlanta Fire Rescue Department maintained thirty-one engine companies and fourteen ladder truck

companies in frontline service for all hazard responses. That frontline fleet was supported by thirty-nine specialty and reserve apparatus and the organization had eighty-two support staff vehicles that facilitated hazard training, preparedness and responses. Of those thirty-one engines, twenty-four were ten years of age at that time. The aging frontline fleet suffered from multiple break downs along with the extremely poor conditions of the reserve fleet which caused many service outages affecting overall response times and public safety. Previously, the Office of Fleet Services provided a life cycle schedule recommending replacement of frontline engines at the ten year

mark and reassigning them to five years in the reserve fleet with the intent of replacing them with new apparatus. Furthermore, nine of the fourteen frontline aerial apparatus (tractor drawn aerials) lacked industry supplied parts and knowledge-base due to the dissolution of the manufacturer. Therefore, those nine apparatus were no longer dependable and needed replacements. During FY2011, funding for one replacement pumper engine and one replacement tractor drawn aerial was appropriated under the Perry/Bolton Tax Allocation District for the forthcoming

reconstruction of Station 28; however, those units are currently being manufactured during FY2013. Similarly, during FY2013, funds were allocated in the amount of \$4.8 million dollars under the Master Lease Agreement with Georgia Municipal Association (GMA). With these funds, AFRD is in the process of procuring a mix of sixteen new apparatus and support vehicles including: four pumper engines, two tractor drawn aerials (ladder trucks), three specialty vehicles, two logistic vehicles, and five support vehicles.

Recommendations & Impact

AFRD has developed an aggressive, yet attainable, staggered replacement plan based on the age of those engines and ladders most in need of replacement with priority given to heavy fire apparatus followed by specialty apparatus and support staff vehicles. In addition, we must continue the replacement plan on an annual basis and include all available warranty or maintenance package options in all initial purchases, so that the fleet remains in dependable condition and that a large number of engines are not due to be replaced at the same time in the future.



Strategic Measures

The intended results and benefits of this strategic initiative are to increase the Atlanta Fire Rescue Department's reliability and dependability; increase enhanced operational efficiency, increase firefighter safety, increase stakeholder confidence, and increase morale among members of the organization. The following Strategic Measures were identified to gauge the success of this Strategic Initiative:

1. Members' Satisfaction Rate;
2. Citizens' Satisfaction Rate; and,
3. Percent of Fleet Beyond respective Life Cycle.

Time Frame: 5 years

Costs:

Apparatus						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 7,145,000	\$ 5,973,000	\$ 5,930,000	\$ 5,790,000	\$ 4,195,000	\$ 29,033,000
Capital, Operating	\$ 272,000	\$ 252,000	\$ 240,000	\$ 240,000	\$ 165,000	\$ 1,169,000
Human Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 7,417,000	\$ 6,225,000	\$ 6,170,000	\$ 6,030,000	\$ 4,360,000	\$ 30,202,000
Description	6 Engines, 3 Tractor Drawn Aerials (TDA's), 1 Specialty Vehicles-Air Unit, 8 Battalion Vehicles, 6 Response Sedans, 2 Pick-ups, 1 Van, 1 Bus, 1 Hose Tender, 2 Decon Units, 1 Tac Support Unit	6 Engines, 3 Tractor Drawn Aerials (TDA's), 4 Battalion Vehicles, 5 Response Sedans, 17 Inspection Sedans, 2 Pick-ups, 1 Van	6 Engines, 3 Tractor Drawn Aerials (TDA's), 1 Air Utility Unit, 2 Battalion Vehicles, 5 Response Sedans, 3 Pick-ups, 2 Vans	6 Engines, 3 Tractor Drawn Aerials (TDA's), 1 Battalion Vehicles, 4 Response Sedans, 3 Pick-ups, 2 Van	3 Engines, 3 Tractor Drawn Aerials (TDA's), 1 Battalion Vehicles, 4 Response Sedans, 2 Pick-ups	

Apparatus for New Stations						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ 2,532,000	\$ 450,000	\$ -	\$ 2,982,000
Capital, Operating	\$ -	\$ -	\$ 118,000	\$ 25,000	\$ -	\$ 143,000
Human Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 2,650,000	\$ 475,000	\$ -	\$ 3,125,000
Description			2 Engines: 1 for Princeton Lakes & 1 for Peachtree Battle. 2 Aerial ladders: 1 for Princeton Lakes & 1 for Peachtree Battle.	1 Engine for Kimberly Road station.		

***Funding:** Partial funding for this Initiative was authorized during FY2011 (GMA funds) and FY2013 (GMA funds). Additional funding for this Initiative is pending consideration.*

STRATEGIC INITIATIVE

- 3 -

Enhanced AFRD Training Delivery

Abstract

The purpose of the Enhance AFRD Training Delivery Strategic Planning Initiative is to increase staffing for the AFRD Fire Training Academy to an adequate level to meet the needs of our evolving department.

Historical Narrative

Historically, the Atlanta Fire Rescue Department has conducted the Fire and Emergency Medical training for all incoming personnel through the Atlanta Fire Recruit Academy. In addition, AFRD has facilitated the new apparatus operator driver program. Both of these programs were developed and sustained by personnel within the Atlanta Fire Rescue Training Academy. Emergency medical training required by the Department of Community Health for sworn personnel is the responsibility of the Training Academy as well. The Georgia Firefighter Standards and Training Council require all certified firefighters receive annual Core Competency Training and Continuing Education Training to maintain their certifications. This too is the responsibility of the Training Academy.



After the events of September 11th, Technical Rescue training was added as a requirement for AFRD with disciplines that included: Rope, Confined Space, Trench, and Structural Collapse. According to 29 Code of Federal Regulations (CFR) 1910.120, all hazardous materials technicians must receive annual refresher training. In addition, all sworn personnel must train in the specific area of Hazardous Materials Operations. Since 2009 and the issuance of the Insurance Service Office (ISO) summary report, ISO has added requirements incidentally increasing the responsibilities of the Training Academy. In

addition to these requirements, the department must remain current with national guidelines outlined in National Fire Protection Association (NFPA) 1021 Standard for Fire Officer Professional. Due to the budget reductions in FY2009 which reduced personnel in Field Operations combined with the loss of ten Training Officers, the staffing levels at the Training Academy and in Field Operations became inadequate to meet the prescribed training levels. Consequently, in late FY2011 consideration was afforded to AFRD with regards to temporarily enhancing training staffing. A detailed analysis was completed and

submitted to the Administration for consideration resulting in an augmented training staffing measure which included: two extra help Captains, two temporary retiree Training Officers, one Administrative Assistant, and, overtime hours to further support the need of expert, on-demand trainers. Qualifications- Appendix A- and the International Association of Fire Chief's Officer Development Handbook- Appendix B- were

added to the initial phase of the professional development program which has been implemented for all AFRD sworn personnel. Though AFRD does not have a fully defined and implemented career development program that would support all personnel, neither sworn nor non-sworn, the department began the process of developing a comprehensive professional development roadmap for each position during FY2012.

Current Status: In Progress

Current State Assessment



Currently the Training Academy provides Recruit training necessary for all incoming, sworn personnel including Fire and EMS training. The Academy also provides mandatory, annual recertification training to existing members for Fire and EMS. It develops the Fire component and trains field instructors to deliver to other members by way of a "train the trainers" curriculum. With the additional training staff provided in late FY2011- four full-time employees and overtime hours for adjunct

instructors, the Academy has made improvements in service delivery such as: facilitating concurrent recruit training classes subsequently decreasing the vacancy rate to an historical low, offering specialty courses such as Swift Water Rescue and Technical Rescue, and assuring that all department-required or state-mandated training is offered in the most timely manner possible.

Receiving the summary report from the ISO has increased the responsibility of mandatory training for all sworn personnel resulting in some of the mandatory responsibilities being shifted to the company officers in Field Operations. The Training Academy developed and implemented an Apparatus Operator Driver program for all new drivers where the instructors are Training Academy personnel working in conjunction with Field Operations personnel. Additionally, changes in Emergency Medical Services (EMS) State mandates have also impacted the training staff more recently just as the near full staffing levels have impacted training delivery. With the ongoing, compounded environmental changes, the department continues to experience gaps in the training delivery.

Recommendations & Impact



To accomplish all state-mandated and department-required training deliverables, there should be an adequate staffing increase with diverse training capabilities. In some instances, a permanent staffing increase may not be the best method, nor most cost-feasible; therefore, AFRD proposes ten additional personnel to the Training Academy which should include: nine Fire Lieutenants or a mix of Lieutenants and retiree Training Officers, and one Fire Sergeant. These staffing increases will improve the Academy's ability to maintain a sufficient number of instructors capable of delivering the appropriate number of training hours to meet most training needs.

Strategic Measures

When this Strategic Initiative is accomplished, the Department expects an increase in qualified applicants, a reduction of leave usage, retention in industry expertise, and ultimately, enhancement in member morale.

The following Strategic Measures were identified to assess the success of this Strategic Initiative:

1. Rate of Voluntary Turnover of sworn Fire Academy Staff members;
2. Member (Sworn) satisfaction rate;
3. Member (Non-Sworn) satisfaction rate; and,
4. Percent of Sworn personnel attrition.

Time Frame: 5 years

Costs:

Training Delivery						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital, Operating	\$ 37,800	\$ 37,200	\$ 37,200	\$ 37,200	\$ 36,600	\$ 186,000
Human Capital	\$ 268,782	\$ 186,105	\$ 186,105	\$ 186,105	\$ 93,053	\$ 920,150
Total	\$ 306,582	\$ 223,305	\$ 223,305	\$ 223,305	\$ 129,653	\$ 1,106,150
Description	Add 2 Lieutenants and 1 Sergeant	Add 2 Lieutenants	Add 2 Lieutenants	Add 2 Lieutenants	Add 1 Lieutenant	

Funding: *Partial funding for this Initiative was temporarily authorized during FY2011, continued with permanently authorized funds in FY2012 and continues through FY2013 from the General Fund. Additional funding for this Initiative is pending consideration.*

STRATEGIC INITIATIVE

-4 -

Competitive Salaries

Abstract

The purpose of the Competitive Salaries Strategic Planning Initiative is to compensate sworn members commensurate to their duties and responsibilities while establishing a competitive salary edge in the region.

Historical Narrative

In 2001, the City was faced with an eighty-one million dollar deficit. One of the strategies implemented by the Administration to bridge the budget gap, included legislation to freeze annual salary steps for all City employees. Because of the frozen annual increments, implementation of furlough days, and other cost-of-living adjustments, the City of Atlanta salaries were stagnated until 2005 when the City launched a “smoothing over” campaign to correct gaps in salaries from step to step. This smoothing over resulted in pay increases for some members ranging from one and a half percent up to three percent. Similarly, the City implemented a three and a half percent pay increase and a cost of living increase, 3.5% and 2% respectively, in 2007. Despite these increases, other regional and comparably-sized departments continued receiving salary increases, regularly and annually. As a result, the gaps between the AFRD sworn salaries have continued to widen as compared to regional counterparts that generally provide incentives for special certifications beyond the

two offered by the City of Atlanta- Education and Paramedic incentives.

By the end of FY2011, Atlanta Fire Rescue’s sworn salaries were comparatively below other departments with similar sizes and logistics. The 3.5% salary increase in December 2010 had a minimal impact on bringing sworn salaries up to comparable and competitive regional and national salary levels.



Current Status: In Progress

Current State Assessment

Due to the continued financial uncertainties, annual increments have not been restored for any City employees. However, in February 2013, the City Council approved a measure that would reestablish the salary ranges for all Chief Officers eliminating the compression between the ranks of Captains, Battalion/Section Chiefs, and Assistant Chiefs. In addition, to potentially increase the number of trained hazardous material technicians, an assessment was conducted to identify the potential costs of implementing a pay incentive program for Technical Rescue and Hazardous Material certifications.

Other assessments are being reviewed and considered for implementation that include incentivizing pay for those sworn members with other special certification and incentivizing pay for sworn members in forty hour positions.



Recommendations & Impact

Firefighters are required to maintain a high level of training and certifications throughout their careers. Members should be compensated at a rate commensurate with national and regional standards. Doing so would enable AFRD to recruit and retain highly qualified individuals that possess the knowledge, skills and ability to obtain and maintain the required certifications. Additionally, retention of skilled members will enable AFRD to maintain the requisite, experienced staffing.

AFRD proposes to compensate personnel by providing annual Cost of Living adjustments, reinstating annual increments, implementing incentive pay enhancements, and developing fixed percentages between incremental steps and ranks.

Strategic Measures

Addressing this Strategic Initiative would result in a reduction in voluntary turnover, an increase in qualified applicants, and an increase in morale among members. The following Strategic Measures were identified to assess the success of this Strategic Initiative:

1. Rate of Voluntary Turnover;
2. Percent of Sworn personnel attrition;
3. Number of Firefighter vacancies; Member (Sworn) Satisfaction rate; and,
4. Retention rate of positions that require specialized certifications.

Time Frame: 5 years

Costs:

Reinstate Annual Salary Increments						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital, Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Human Capital	\$ 1,251,604	\$ 1,251,604	\$ 1,251,604	\$ 1,251,604	\$ 1,251,604	\$ 6,258,020
Total	\$ 1,251,604	\$ 1,251,604	\$ 1,251,604	\$ 1,251,604	\$ 1,251,604	\$ 6,258,020
Description	Provide for 3.5% increase for all sworn members	Maintain 3.5% increase for all sworn members	Maintain 3.5% increase for all sworn members	Maintain 3.5% increase for all sworn members	Maintain 3.5% increase for all sworn members	
<p>Note: The final decision for the Competitive Salary Initiative, specifically regarding implementing and continuing an annual 3.5% increase, may be determined by the findings of the Mayor's Administration's City-wide Organizational Study which will review the City's existing classification and pay schedules.</p>						

Incentive Pay Expansion						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital, Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Human Capital	\$ 184,892	\$ 767,128	\$ -	\$ -	\$ -	\$ 952,020
Total	\$ 184,892	\$ 767,128	\$ -	\$ -	\$ -	\$ 952,020
Description	Provide for Specialized Certification Incentive Pay	Provide for Incentive Steps for Hazardous Material and Technical Rescue and the Swift Water Rescue Incentive Pay				

Funding: *Partial funding for this Initiative was authorized during FY2013 (General Funds). Additional funding for this Initiative is pending consideration.

STRATEGIC INITIATIVE

- 5 -

Wellness & Fitness Initiative

Abstract

The purpose of the Wellness and Fitness Strategic Planning Initiative is to develop and implement a health and wellness program by 2018 that heightens the baseline health of all sworn members and establish a peer fitness support team to help maintain an exemplary quality of life standard.



Historical Narrative

In 2005, AFRD implemented a health and wellness program to foster a healthy and fit workforce. The intent was to directly impact the community by decreasing liabilities, improving service delivery, and reducing on-the-job injuries which, incidentally, would directly reduce the number of Worker's Compensation claims. Members were allowed to voluntarily participate in the physical fitness portion of the program. Fiscally speaking, AFRD could not support the annual physical examination portion and discontinued services of North Greenville Fitness and Cardiac Rehab Clinic, Inc. (NGCRC). This program was developed in accordance with accepted industry standards and included several change initiatives such as weight management,

nutrition, mental health, and a stress diagnostic. Statistics maintained during the two-year period of the program's implementation showed a marked improvement along several health dimensions yet the program only provided half of the necessary departmental requirements. Due to fiscal hardships, the program was abolished in 2007. Grant-purchased training equipment and the monetary impact of warranties and maintenance of this equipment have rendered some of it inoperable while waiting for repairs. Only occupational health physical examinations, which are governed by OSHA as part of the Hazardous Materials requirements, have been maintained.

Current Status: In Progress

Current State Assessment

To date, AFRD has not established a dedicated health and wellness section. Consequently, there has been a decrease in fitness and readiness which, over time, could lead to an increase in Worker's Compensation claims, an increase in disability pension and use of excessive leave. Because there isn't a current health program, data is not verifiable. However, using the 2005-2007 statistics implications are notable as it infers that the program had positive impacts on members and their health.

Probable impacts of the Departmental Strategic Planning Initiative would create a dedicated Health and Safety Officer (HSO). The HSO position has been in existence in other departments for years. This position provides a direct point of contact addressing departmental needs related to safety and focuses on the department's greatest assets- human resources. The HSO identifies, develops, manages, maintains and implements a comprehensive department health and safety program.

In late February 2012, the department applied for and was awarded a Wellness and Fitness Grant from the Federal Emergency Management Agency (FEMA), Assistance to Firefighters Grant (AFG) in the amount of \$393,802. The scope of the grant included conducting baseline physicals of all sworn members and administering any needed immunizations. In addition, the grant funded fifteen Peer Fitness Trainers to support the fitness needs of each participant once the physicals indicated that the employee was ready to begin a regimen.

To assure that there were a sufficient number of Trainers, AFRD allocated funding for an additional seventeen Trainers from the General Fund.



Recommendations & Impact

To support the Wellness and Fitness Initiative, a dedicated Health and Safety Officer (HSO) must be provided for program implementation, oversight and continuation of this initiative. The continuance of annual health physical examinations for all personnel is a key component for the sustainability of this initiative, as we will now have the capability to develop baseline information for personnel and develop programs to enhance their overall fitness. To maintain the program objectives, an annual maintenance contract for all new or existing equipment must be established. The continued training and development of thirty-two Peer Fitness Trainers is essential with the overall goal impacting all personnel in the development of personal fitness programs. The achievement of these goals will lead to a healthier and fit workforce, improve services delivery, and reduce on-the-job injuries and excessive use of sick leave, consequently reducing Worker's Compensation Claims.

Strategic Measure

To assure that this Strategic Initiative would result in improved physical fitness, increased member longevity, reduced member injuries, and overall healthier lifestyles, the following measures will ensure success:

1. Percent of budget allocated for Wellness and Fitness;
2. Members' Satisfaction Rate; and,
3. Number of in-Service injuries.

Time Frame: 5 years

Costs:

Wellness & Fitness						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 73,000	\$ 36,500	\$ 36,500	\$ -	\$ -	\$ 146,000
Capital, Operating	\$ 393,200	\$ 392,600	\$ 392,600	\$ 392,000	\$ 392,000	\$ 1,962,400
Human Capital	\$ 341,702	\$ 121,984	\$ 121,984	\$ -	\$ -	\$ 585,669
Total	\$ 807,902	\$ 551,084	\$ 551,084	\$ 392,000	\$ 392,000	\$ 2,694,069
Description	Add 1 Paramedic Section Chief, 1 Paramedic Captains and 1 Administrative Assistant, 2 vehicles, 1,100 physicals/ health evaluations, supplies, and equipment maintenance	Add 1 Paramedic Captain, 1 vehicle and 1,100 physicals/ health evaluations, supplies, equipment maintenance	Add 1 Paramedic Captain and 1 vehicle; 1,100 physicals and health evaluations, supplies, equipment maintenance	1,100 physicals and health evaluations, supplies, equipment maintenance	1,100 physicals and health evaluations, supplies, equipment maintenance	

Funding: **Partial funding for this Initiative was authorized during FY2012 (AFG 2011 and General Funds). Additional funding for this Initiative is pending consideration.*

STRATEGIC INITIATIVE

- 6 -

Enhance Emergency Medical Services (EMS)

Abstract

The purpose of the Emergency Medical Services Strategic Planning Initiative is to fully enhance the level of Emergency Medical Services in the City of Atlanta by 2018.

Historical Narrative



Prior to 1994, AFRD had thirty-one first responder Engines, four basic life support (BLS) rescue units, and one advanced life support (ALS) rescue unit. The engines were first responders while the rescue units served as BLS/ALS providers and medical scene oversight. The ALS unit was staffed with two paramedics and the BLS units were staffed with two emergency medical technicians (EMT) and/or paramedics.

In 1994, AFRD eliminated the rescue units and created two medical command units. The two engines were staffed with one fire medic (paramedic) and one Lieutenant (paramedic). The engines were geographically divided by Interstate 20. Each unit was responsible for approximately fifteen fire stations. Responsibilities included (EMS) unit inspections, patient care report quality assurance, scene management, rehabilitation management efforts of fire personnel on incidents, equipment retrieval, medical supply pickup, etc. Additionally, all thirty-one engines became BLS units that were staffed with EMT and paramedics. In 2005, staffing was reduced and the medical command units were eliminated. AFRD then had two paramedic Captains functioning as medical supervisors per shift for the thirty-one stations.

Calendar year 2005 brought the introduction of ten ALS engines located throughout the City of Atlanta. In 2006, the dedicated medical supervisor was reduced to an as needed function. Eventually, the Captains merged on to an engine or truck company and moved from equipment to equipment when needed. In 2008, AFRD closed an ALS station; subsequently the ALS crew was transferred to Engine 16. This left AFRD with twenty BLS engines, ten ALS engines, and one paramedic medical supervisor as needed. In 2008, the medical supervisor's position was eliminated and field-medical oversight ceased at that time. In 2010, AFRD re-opened a closed station which added an additional BLS engine to the department's capabilities. The total number of BLS engines was increased to twenty-one and ALS

engines remained at ten. Firefighter rehabilitation, throughout the City has been minimally maintained with the limited resources that are available on a working incident.

The reduction of staffing and the elimination of various positions have created voids in emergency medical field oversight, preparedness and accountability. These voids impede the process of AFRD doing everything that is possible to ensure the delivery of quality EMS services to the constituents of Atlanta.

During FY2012, AFRD had twenty-one basic life support (BLS) engines and ten advanced life support (ALS) engines. Although two medical supervisors have been placed in Field Operations for on-scene medical oversight, an increase in the number of ALS engines to enhance advance response capabilities is needed. AFRD continues to maintain its EMS capabilities at City Hall by placing a Paramedic based First-Aid Station for all employees and visitors during the workday.

Current Status: In Progress

Current State Assessment

AFRD has increased its “medic” program with the development of the Tactical Medic Program, which works in concert with Atlanta Police Department (APD) while serving high-risk warrants and SWAT operations. An additional “medic” component implemented was the Dignitary Medic Program, which supplements EMS coverage for visiting, elected officials and heads of state. The Bike Team also supplements EMS response during planned special events throughout the City, especially those heavily attended. AFRD has been working with Grady Memorial Hospital to develop a comprehensive medical response. Recognizing EMS response as a system; both agencies have been collaborating to increase response effectiveness. Through this partnership with Grady as well as other efforts, we are attempting to achieve a Standard of Response Coverage (SORC) of 80% citywide for all EMS responses. In addition, for AFRD to further enhance our capability of achieving an EMS SORC of 80%, we are implementing

Quick Response Vehicles specifically designed to target high response areas throughout the City.



During late FY2012, a pilot project was implemented for Quick Intervention Crew (QIC) units and has proven to be a warranted objective. Our ultimate goal is to place five Quick Response Vehicles, three in FY14 and two in FY15, throughout the City to manage the high call volume and increase our capability to reach the 80% EMS SORC.

The Airport Division currently has the capability to fully staff and operate four BLS engines and three ALS Medic transport units. These units have the capacity to respond and transport patients from Hartsfield-Jackson Atlanta International Airport (HJIA). To enhance this capability, an additional ALS Medic transport unit was added in FY2012 and deployed in FY2013. This addition has significantly increased AFRD's capability to maintain a seamless chain in EMS response.



Recommendations & Impact



This Initiative has had significant accomplishments since its beginning. It is recommended that AFRD continues the dedicated field medical supervision program and EMS City Hall Response; in addition to the

full implementation of five QIC Unit response teams to enhance the Federal/State compliance and delivery of EMS to the City of Atlanta.

Additional recommendations for enhancing EMS response coverage include increased advanced life support (ALS) engines strategically placed to achieve the nationally recognized standards for ALS intervention. In addition, AFRD will continue to explore alternate methods of EMS delivery in high call volume areas. There are several options for service delivery that can be employed during peak times and during high call-volume periods to increase apparatus operability; thus, increasing ALS response coverage.

Strategic Measures

Successfully addressing this Strategic Initiative would result in increased field supervision, an increased sense of community security, an increased stakeholder's perception of excellent quality of care and treatment, as well as improved inventory control. Measurements to assure this would include:

1. Citizen Satisfaction rate; Member Satisfaction rate;
2. Number of Fire Captains assigned as EMS supervisors;
3. Percent of EMS incidents achieving Standards of Response Coverage (SORC);
4. Percent of Basic Life Support (BLS) incidents SORC; and,
5. Percent of Advanced Life Support (ALS) incidents achieving SORC.

Time Frame: 5 years

Costs:

Emergency Medical Services (EMS)						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 147,000	\$ 158,000	\$ -	\$ -	\$ -	\$ 305,000
Capital, Operating	\$ 215,200	\$ 204,800	\$ -	\$ -	\$ -	\$ 420,000
Human Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 362,200	\$ 362,800	\$ -	\$ -	\$ -	\$ 725,000
Description	Add 3 Quick Intervention Crews (QIC) units, 1 vehicle, supplies and equipment. Upgrade 2 BLS Engines to 2 ALS status, supplies, equipment and maintenance contracts. See EMS staffing component for impacts.	Add 2 Quick Intervention Crews (QIC) units, 2 vehicle, supplies and equipment. Upgrade 3 BLS Engines to 3 ALS status, supplies, equipment and maintenance contracts.	Maintain previous fiscal years items. See Field Operations Staffing for staffing impacts	Maintain previous fiscal years items.	Maintain previous fiscal years items.	

Enhanced EMS (Staffing Component)						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital, Operating	\$ 218,500	\$ 142,500	\$ -	\$ -	\$ -	\$ 361,000
Human Capital	\$ 1,689,008	\$ 1,101,527	\$ -	\$ -	\$ -	\$ 2,790,535
Total	\$ 1,907,508	\$ 1,244,027	\$ -	\$ -	\$ -	\$ 3,151,535
Description	Add 23 Firefighters (or 18 plus 5 for relief factor)	Add 15 Firefighters (or 12 plus 3 for relief factor)	Maintain previous fiscal years items.	Maintain previous fiscal years items.	Maintain previous fiscal years items.	

Funding: *Partial funding for this Initiative was authorized during FY2011, FY2012 and FY2013 (all General Funds). Additional funding for this Initiative is pending consideration.

STRATEGIC INITIATIVE

- 7 -

Emergency Preparedness & Homeland Security

Abstract

The purpose of the Homeland Security Strategic Planning Initiative is to ensure that AFRD is effective and efficient in its Emergency Preparedness and Response System as it relates to Domestic Preparedness including, but not limited to, all Hazards, natural or man-made, and any terroristic-type disasters.

Historical Narrative

In July 2009, the AFRD Homeland Security Unit (HSU) embarked on a new mission to ensure that the Emergency Preparedness and Service Delivery for the citizens and visitors within the City of Atlanta (COA) limits were effective and efficient. Prior to July 2009, HSU focused its mission on the AFRD Special Operations Response System. Originally, HSU was staffed with a Captain whose primary focus was to embed the unit into Atlanta Fulton County Emergency Management Agency (AFCEMA). Upon the Captain's departure, a Battalion Chief was assigned to Homeland Security. Due to budget constraints a Lieutenant filled the vacated unit and worked on positioning AFRD into the Urban Area Security Initiative (UASI) Atlanta Region (COA, DeKalb County and Fulton County). Upon the re-assignment of the Fire Lieutenant, a Firefighter-EMT staffed the unit.



The HSU has moved into a more proactive position to ensure that the AFRD focuses its Preparedness and Emergency Service Delivery System on the total National Framework of what is required to be the COA's Homeland Security provider and leader.

Current Status: No activity

Current State Assessment

Currently, measures have been taken to ensure that: HSU responds to all suspicious packages with law enforcement, works with law enforcement to create response plans to protect the City's Critical Infrastructure and Key Resources (CIKR), works with federal agencies, finds training on local and national levels for all sworn members of the organization, assists in coordinating public safety response plans during special events held in the City in order to take the lead as Atlanta's domestic preparedness provider. By continuing to work with both internal and external stakeholders, the AFRD HSU is continually evolving into a strong Domestic Preparedness Unit.

Moreover, HSU, although understaffed, continues working diligently to build a vast number of resources for deployment to prevent, respond and mitigate events. As a result of minimum staffing, the AFRD plans to expand the unit to enhance capabilities and performance to ensure the organizations position as the leader in Domestic Preparedness and Homeland Security for the City of Atlanta.

Currently, HSU is staffed with one firefighter who responds to incidents, plans Homeland Security/Domestic Preparedness Exercises, assists in Critical Infrastructure and Key Resources (CIKR) planning, plans Chemical Biological Radiological Nuclear Explosive (CBRNE) activities, attends meetings, and briefs the Fire Chief on intelligence. Although functioning, the Unit is not effective in driving the organization along the course of being a Homeland Security leader for the City of Atlanta.

Recommendations & Impact

It is imperative that the HSU expands in order manage event planning, intelligence gathering, and conduct domestic preparedness exercises. Expansion allows for HSU to assist Field Operations in actively preparing for natural, man-made, and terroristic attacks, in addition to the City's non-emergency events such as the Peach Drop, King Day Celebration, or other occurrences. To accomplish our mission the HSU should increase its staff to include 1 Section Chief, 1 Captain, 2 Lieutenants and 2 Sergeants. These staffing increases will enhance the HSU ability to maintain a sufficient number of qualified personnel to meet the needs of department.



Strategic Measures

Successful achievement of this Strategic Initiative will be evident by stakeholders realizing an increased sense of community security as they will feel the City will be better prepared for unexpected events. There will be improved staffing of the Homeland Security Section, an increased number of trained/preplanned teams in place, and enhanced Homeland Security intelligence-sharing.

The specific measures that will be monitored are the following:

1. Citizens' Homeland Security Satisfaction rate;
2. Average number of Homeland Security Response training hours per sworn members; and,
3. Number of inter-agency training exercise.

Time Frame: 5 years

Costs:

Emergency Preparedness and Homeland Security						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 36,500	\$ 36,500	\$ -	\$ -	\$ -	\$ 73,000
Capital, Operating	\$ 10,100	\$ 20,200	\$ -	\$ -	\$ -	\$ 30,300
Human Capital	\$ 162,886	\$ 191,294	\$ -	\$ -	\$ -	\$ 354,180
Total	\$ 209,486	\$ 247,994	\$ -	\$ -	\$ -	\$ 457,480
Description	Add 1 Section Chief and one full-sized sedan	Add 1 Firefighter, 1 Fire Captain and 1 SUV; Maintain previous Fiscal Year items	Maintain previous Fiscal Year items	Maintain previous Fiscal Year items	Maintain previous Fiscal Year items	

Funding: *Funding for this Initiative is pending consideration.*

STRATEGIC INITIATIVE

-8-

Enhanced Administrative Support

Abstract

The number one priority of the Atlanta Fire Rescue Department is Human Resources. Likewise, it is essential for AFRD to hire and maintain qualified sworn and non-sworn personnel to accomplish its mission. In addition, it is critical that AFRD provide its members with competitive salaries, benefits, and opportunities to add value to their personal and professional lives.

Historical Narrative

In 2008, the City of Atlanta experienced a sixty million dollar budget deficit which required all City departments to reduce their budgets by ten to twenty percent. The AFRD budget suffered a 13.6 million dollar reduction resulting in an immediate loss of one hundred and twenty sworn positions and eleven civilian positions. The positions varied across classifications and divisions of labor which impacted AFRD's administrative and support functions. Also, responder positions were lost further hindering an already deficient workforce. The following administrative support positions were abolished: one Education Specialist, one Audio Video Technician, two Human Resources Analysts, two Fire Inspectors, and three Administrative Assistants.



As a result of the partially funded Enhanced Training Delivery Initiative and the Enhanced Administrative Support Initiative, FY2011

marked the first fiscal year where support staff numbers began increasing using extra help positions.



By FY2012, two Administrative Assistants were hired as extra help employees in two key areas- the Training Academy and Fire Inspections. In FY2013, these two positions were made permanent, full-time positions and received the appropriate funding for annualized salaries and benefits. In addition, the department accomplished a much needed measure of reclassifying an existing position- Special Events Coordinator- to that of a Special Events Manager. This innovative and much needed action has catapulted the Departments marketing and involvement in unforeseen ways complementing every aspect Department visibility. In June 2012, all Human Resource positions and functions were consumed by the city-wide Human Resources reorganization.

Despite AFRD having previously outlined the need for an additional, two Human Resources Specialists, the functions of these positions are now determined by the DHR Commissioner and there hasn't been any indication that the Commissioner will add additional human resource support staff. Fortunately, the Commissioner has added a full-time, interim Human Resources Manager. This addition has incidentally and positively impacted numerous

areas of the department with extensive, uniform knowledge regarding Human Resources. As well, having a designated Human Resource Manager has decreased the responsibility of the department's Business Manager who previously managed the department's Human Resources, Financial Management and Front Desk functions without any middle management or supervisor-level assistance.

Current Status: In Progress

Current State Assessment

Though some achievements have occurred under this initiative, the overall, administrative functions of AFRD suffer daily and require members to assume multiple job responsibilities often times resulting in errors or inadequacies. In addition, other non-sworn positions lost have created a decrease in revenue-generating fire inspections, educational programs, recruitment efforts, investigations, and our ability to provide mass training programs and communications to our members. To meet the administrative and support demands, the Department continually delegates multiple projects to civilian staff and sometimes utilizes sworn personnel to accomplish departmental objectives and perform duties to support mandatory activities which were historically assigned to non-sworn personnel.



Recommendations & Impact

AFRD must enhance our administrative and support capabilities by increasing civilian personnel positions which include:

- Office of Professional Standards (OPS)
 - 1 Administrative Assistant, Senior
- Office of Assessment and Planning
 - 1 Management Analyst, Senior (civilianization of a Captain)
 - 1 Geographic Information Systems (GIS) Map Analyst (civilianization of Lieutenant)
 - 3 Fire Data Analysts (civilianization of Firefighter)
- Fiscal Management Office
 - Revenue and Billing Coordinator
- Office of Public Information Officer (PIO)
 - 1 Public Information Officers (civilianization of Captain)

- Office of Background and Recruitment
 - 1 Background Investigators
 - 1 Administrative Analyst
- Office of Special Events
 - 2 Special Events Assistants
 - 1 Special Events Coordinator
- Fire Chief's Office and Technical Services Administration
 - 2 Administrative Assistants
- Technical Services
 - 4 Fire Inspectors
- Aviation, Fire Inspections
 - 2 Fire Inspectors

Strategic Measures

Successful accomplishment of this Strategic Initiative will provide effective and functional civilian administrative staffing; heightened members morale; timely claim, revenue and payment processing; improved internal and external customer services; enhanced records management; improved certification program management; professional and timely actions and responses; and increased cost recovery opportunities.

Specifically, the measures that will be tracked in this area are as follows:

1. Citizen Satisfaction Rate;
2. Member Satisfaction Rate;
3. Vendor Satisfaction Rate;
4. Increase in revenue and cost recovery opportunities; and,
5. Increase in revenue and cost recovery collection.

Time Frame: 5 years

Costs:

Enhance Administrative Support						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital, Operating	\$ 52,000	\$ 32,000	\$ 4,000	\$ -	\$ -	\$ 88,000
Human Capital	\$ 895,666	\$ 497,266	\$ 54,057	\$ -	\$ -	\$ 1,446,989
Total	\$ 947,666	\$ 529,266	\$ 58,057	\$ -	\$ -	\$ 1,534,989
Description	Add 1 Administrative Assistant, Sr., 1 Management Analyst, Sr., 1 Management Analyst, 1 Revenue and Billing Coordinator, 1 Public Information Officer, 1 Background Investigator, 1 Special Events Coordinator, 2 Administrative Assistants, and 4 Fire Inspectors.	Add 1 Geographic Information Analyst, 3 Fire Data Analysts, 1 Administrative Analyst, 1 Special Events Assistant and 2 Fire Inspectors (Aviation)	Add 1 Special Events Assistant	Maintain Administrative Service enhancements.	Maintain Administrative Service enhancements.	

Funding: **Partial funding for this Initiative was authorized during FY2011, FY2012 and FY2013 (General Funds). Additional funding for this Initiative is pending consideration.*

STRATEGIC INITIATIVE

-9 -

Field Operations Staffing

Abstract

The purpose of the Field Operations Staffing Strategic Planning Initiative is to increase apparatus staffing levels.

Historical Narrative



Prior to the middle of the 1980's, the Atlanta Fire Rescue Department was able to maintain a staffing level consistent with the standard set forth by the Insurance Service Office (ISO). This equated to staffing levels of four members per apparatus and five members in high-risk target hazard areas. From the late 1980's to present day, AFRD has not maintained sufficient staffing levels on fire apparatus. There have been brief periods where the proper staffing levels were achieved with overtime supplemented staffing, but these periods were not common, nor consistent.

From 1990 to 2008 AFRD has had the following companies closed:

- Engine & Truck Company 4
- Engine Companies 7 and 11
- Truck Companies 8 and 34
- Squad 4
- Medical Rescues 1, 2, 8, 9 and 15
- Battalion 1
- Division 2

During the same period, Engines 3, 34 and 36 were opened. During FY 2009, the City of Atlanta was significantly affected by the national financial crisis. As a result, the budget for Atlanta Fire Rescue was cut by approximately \$13.1 million dollars. This budget reduction resulted in the abolishment of 120 firefighter positions which necessitated one permanent and two temporary fire station closures along with closing the heavy rescue Squad 4. Additionally, there were intermittent station closures on a daily basis. Some members were demoted as a result of position abolishment and a six-month furlough period was imposed. Since 2008, Engine and Tower 11 have been placed in service and Engine 36 has been removed from service.

Current Status: In Progress

Current State Assessment

AFRD currently operates thirty engine companies, fourteen truck companies and one shift commander, five battalion command teams, a mobile air supply unit, and a fully staffed squad. The required staffing number to maintain levels suggested by the National Fire Protection Association (NFPA) 1710 is one hundred ninety-five members on duty, per day. The minimum number allowed to operate per shift is one hundred sixty-five members on duty. Our current authorized shift strength is two hundred eighteen members per shift. Shift strength of two hundred fifty-seven is necessary to properly staff our companies with four firefighters per apparatus on a daily basis. Currently there are six hundred eighty-eight firefighter positions assigned to

Field Operations, with our current apparatus deployment matrix we require seven hundred seventy-two firefighter positions to fully staff Field Operations.



Recommendations & Impacts



AFRD must increase staffing levels to ensure adequate staffing on fire apparatus consistent with the nationally recognized standards such as NFPA 1710 and ISO. We must staff fire apparatus in high target hazard areas with additional staffing levels to meet the response needs for those hazards. We must incrementally increase the Field Operations shift strengths to sustain staffing levels with little, or no, overtime expenditures. The increase of shift strength would be incrementally implemented over four fiscal periods which would equate to an

additional 21 firefighter positions per fiscal period. The standard of response coverage will improve throughout the City and the delivery of fire rescue services will become more efficient and effective. Adequate staffing levels will allow for training of personnel without adversely impacting in-service resources. According to the NIST Report on Residential Fire Ground Field Experiments, “a four member crew completed fire ground tasks an average of 5.1 minutes faster than a three member crew”. The overall efficiency of operations will increase exponentially with the increase to four members per apparatus. This initiative will enable AFRD to transition from the current status where 40% of our engine companies and 14% of our ladder truck companies operate with four members to a system-wide capability to staff 100% of our engine and ladder truck companies with four members. This staffing level will provide AFRD the ability to provide efficient and safe delivery of services while helping to ensure the sustainability of the City of Atlanta.

Strategic Measures

Successful achievement of this Strategic Initiative will result in outcomes such as an increased sense of community security, a safer working environment for fire fighters, increased response efficiency, improved insurance ratings, increased numbers of property saved, and compliance with NFPA 1710 and ISO requirements.

Measures which will serve as indicators of this Initiative's success are:

1. Citizen Satisfaction Rate;
2. Member satisfaction Rate;
3. Percentage of In-Service Injuries;
4. Percent of Fire incidents achieving SORC;
5. Percent of EMS incidents achieving SORC;
6. Percent of Basic Life Support incidents (BLS) achieving SORC;
7. Percent of Advance Life Support (ALS) incidents achieving SORC;
8. Percent of Technical Rescue incidents achieving SORC; and,
9. Percent of Hazardous material incidents achieving SORC.

Time Frame: 5 years

Costs:

Field Operations Staffing and Annual Increments						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital						\$ -
Capital, Operating	\$ 10,100					\$ 10,100
Human Capital	\$ 73,434					\$ 73,434
Total	\$ 83,534	\$ -	\$ -	\$ -	\$ -	\$ 83,534
Description	Add 1 Firefighter position. <i>See FY2013 extra help in April 2013.</i>					

Field Operations Staffing						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 141,000	\$ 215,000	\$ -	\$ -	\$ -	\$ 356,000
Capital, Operating	\$ 121,200	\$ -	\$ 50,000	\$ -	\$ -	\$ 171,200
Human Capital	\$ 1,242,052	\$ 32,300	\$ -	\$ -	\$ -	\$ 1,274,352
Total	\$ 1,504,252	\$ 247,300	\$ 50,000	\$ -	\$ -	\$ 1,801,552
Description	Add 3 Battalion Chiefs, 9 Firefighters, and upgrade 15 Firefighters to Lieutenants.	Upgrade Command Technicians, Purchase Incident Command System and Training Software.	Implement Type III Incident Management Team.			

Funding: *Funding for this Initiative was provided for this initiative during FY2011 by the Federal Emergency Management Agency (FEMA), Staffing for Adequate Fire and Emergency Response (S.A.F.E.R) Grant. Additional funding for this Initiative has been provided in FY2013, partially through S.A.F.E.R. and partially through the General Fund. Funding to maintain the salaries, benefits and uniforms of the seventy-five, sworn positions has been placed in the city-wide, Five Year Plan.*

STRATEGIC INITIATIVE

- 10 -

Enhanced Special Operations Service

Abstract

The purpose of the Special Operations Services Strategic Planning Initiative is to properly staff and organize special operations to assure full functioning and enhanced service levels.

Historical Narrative

Atlanta Fire Rescue Department has always responded to and provided help during emergency situations that require special resources beyond firefighting services. These services include high-rise rope rescue, confined space, building collapse rescue, and hazardous materials spills. Additionally, man-made and natural disasters such as the 2008 Atlanta tornado and weapons of mass destruction incidents are mitigated by special operation companies. Prior to the early 1980's, members of AFRD provided these services with minimal specialized equipment and training leaving both our members and the citizens we serve vulnerable. In the early 1980's, AFRD began developing formalized capabilities for special operations with the implementation of a heavy rescue squad company with specially trained and equipped firefighters.



The capabilities of the members assigned to this company increased with additional training and equipment improvements over time.

Throughout the history of special operations in AFRD, the initiatives have been significantly underfunded which resulted in challenges regarding the training of members assigned to the company. That lack of fiscal appropriations created incidents where AFRD was obligated to provide services that we were often times incapable of performing. As time progressed, the expectations of AFRD special operations response level substantially increased; however, we have only received fiscal appropriations necessary to add one command officer, an Assistant Chief. Other gaps in services still remain as we struggle to ensure that the response, logistics and professional development are adequate to meet the needs of the City of Atlanta.



AFRD special operations are comprised of an engine company and four double companies (engine and ladder truck) that are cross-staffed to provide special operations response. These include hazardous materials response, rope rescue, confined space rescue, and collapse rescue (building and construction). During FY 2011, we implemented a swift water rescue team. Companies 1 and 2 continued to cross-staff the hazardous materials and decontamination units while Company 8 continued to cross-staff Squad 4, or the hazardous material and heavy rescue. Company 14 cross-staffed the collapse rescue unit while Company 21 cross-staffed the Georgia Search and Rescue (GSAR) Unit and a jumper air bag unit. The Swift Water Rescue unit had yet to be assigned at that time.

Current Status: In Progress

Current State Assessment

Currently, there is only a command infrastructure for the Section that is dedicated to special operations at headquarters or any shift. Only recently has our Training Academy been able to designate specialized training to Special Operations. This, in part, is due to the Enhanced Training Delivery Initiative and innovative staffing efforts. There are no additional personnel resources dedicated to logistics for Special Operations. The current budget for equipment, consumables, repairs or required equipment calibrations related to Special Operations is inadequate to meet the needs of our functional responsibilities. Currently, there is no succession plan for Special Operations when skilled members retire and our area-specific, industry expertise is adversely impacted.



Professional development, continuing education, and skills assessment are underfunded for Special Operations. Currently, funding is limited, or nonexistent, for equipment replacement and needed upgrades. Additionally, equipment repair and maintenance funds are insufficient to maintain necessary components in the rescue and hazardous material cache. Through innovative, resource allocation and due to staffing level increases, the department re-commissioned Heavy Rescue and Hazardous Material response, Squad 4 during FY2011.

Recommendations & Impacts

With the necessary fiscal support, AFRD will have the ability to support the following initiatives within the Special Operations Section. The successful implementation of these initiatives will enable AFRD to provide the support for related activities and responses necessary to provide safe and effective special operations response. The information to follow details the impacts of the Special Operations Strategic Initiatives: develop a command infrastructure to include the existing Assistant Chief and add a Battalion Command team; implement a plan for activation of a second heavy rescue; develop support task forces; develop and implement a support budget and infrastructure; build a system which is sufficient to support our departmental needs for deployment, command, administration, training, and logistical support; develop recognition and support within the community to ensure upward mobility, professional development and sufficiency for succession planning; and lastly, pursue potential cost recovery avenues or grant funding initiatives.



Strategic Measures

In order to increase the number of qualified Special Operations members, increase response efficiency, increase preparedness efficiency, increase member safety, and have stakeholders realize a greater sense of community security, the following indicators will be measured.

1. Citizen Satisfaction rate
2. Member satisfaction rate
3. Percentage of In-Service Injuries
4. Percent of Fire incidents achieving SORC
5. Percent of EMS incidents achieving SORC
6. Percent of Basic Life Support incidents & Advance Life Support incidents achieving SORC
7. Percent of Technical Rescue incidents achieving SORC
8. Percent of hazardous material incidents achieving SORC

Time Frame: 5 years

Costs:

Special Operations Services						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 47,000	\$ 36,500	\$ -	\$ -	\$ -	\$ 83,500
Capital, Operating	\$ 310,400	\$ 128,600	\$ 380,400	\$ 68,000	\$ 68,000	\$ 955,400
Human Capital	\$ 2,022,000	\$ 708,055	\$ 1,958,980	\$ -	\$ -	\$ 4,689,034
Total	\$ 2,379,400	\$ 873,155	\$ 2,339,380	\$ 68,000	\$ 68,000	\$ 5,727,934
Description	Add staffing for Squad with 3 Captains; 3 Sergeants; 18 Firefighters and 1 Battalion Command vehicle 1 Fire Equipment Technician. Maintain and calibrate existing Special Operations equipment.	Add a Special Operation Command Team: 3 Battalion Chiefs; 3 Sergeants; 1 Battalion command vehicle and equipment. Maintain and calibrate existing Special Operations equipment.	Add second heavy rescue truck with 3 Captains, 3 Sergeants, 18 Firefighters, 1 new heavy rescue apparatus and required heavy rescue equipment. Maintain and calibrate existing Special Operations equipment.			

***Funding:** Funding for this Initiative was authorized during FY2013 (General Funds). Additional funding for this Initiative is pending consideration.*

STRATEGIC INITIATIVE

- 11 -

Community Risk Reduction

Abstract

The purpose of the Community Risk Reduction Initiative is to increase the capabilities of AFRD's Fire Prevention Section, which includes Fire Inspections, Fire Investigations, and Community Affairs through fire prevention, injury prevention, stroke/heart attack prevention, and emergency preparedness.



Historical Narrative

The Official Code of Georgia Annotated, (O.C.G.A Title 25) establishes the State's minimum fire safety standards as specified in the "Rules and Regulations for the State Minimum Fire Safety Standards" which, in turn, mandates the Atlanta Fire Rescue Department for compliance. The primary purpose of these rules and regulations is to establish the state minimum for fire safety and requirements for prevention, loss of life and property due to fire panic, explosions or related hazards in all buildings, structures and facilities. The International Fire Code (Code), 2006 edition, published by the International Code Council has been adopted entirely by the City of Atlanta. Its accomplishment will be accomplished by coordinating application and enforcement of its provisions with those of other applicable laws, rules, codes, and standards; by coordinating the application of its provisions, where possible, with educational programs or efforts designed to bring about change in high risk attitudes and behaviors that are the root cause of most fire related problems within the City; and by encouraging or requiring informational and awareness programs designed to make the citizens of Atlanta aware of their responsibilities for compliance with this Code.

Historically, emergency response has been used as the primary level of intervention in the City of Atlanta. Evidence of this tradition has been the dramatic improvement of strategic-based response to incidents. Preventing incidents or mitigating them in their early stages of development is a more effective method of making communities safer. In addition, an incident that does not occur, or happens with less severity, reduces risks to firefighters and communities. True community risk reduction is a strategic process that uses a combination of preventive interventions: education, engineering, enforcement, economic incentives, and emergency response. The Office of the Fire Marshall is comprised of the Chief of Fire Prevention, Fire Inspections Sections (23 personnel), Fire Investigation (nine personnel), and Community Affair (four personnel). The

staffing level of the Fire Prevention Section and the number of inspections conducted has trended downward during the past three budget cycles. Thirteen positions have been eliminated through reductions in workforce due to a lack of funding.



Current Status: No Activity

Current State Assessment

Fire Inspections



AFRD currently administers a Fire Safety and Inspections Program to the citizens of Atlanta. The program is designed to ensure life safety, risk hazard reduction and other related issues through code interpretation and enforcement,

building plan reviews, issuance of permits and guidelines regulating special activities and events concerning large crowds and temporary hazardous conditions. The program is directed by the Fire Prevention Section Chief. The needed staff includes a Fire Captain, Fire Protection Engineer, Fire Lieutenants functioning as Inspectors, civilian Fire Inspectors; most activities relating to Fire Prevention are conducted daily. In conjunction with the Fire Safety and Inspections Section, Field Operations actively participates in Fire Prevention duties such as assisting with classes, drills and demonstrations. The City of Atlanta has adopted and incorporated into its Code of Ordinances those state and nationally recognized industry standards, rules and regulations, with some amendments, that allow AFRD to conduct business as it relates to all aspects of Fire Prevention and Life Safety.

Most records within the section are hard copy and labor intensive to research. The section is in the beginning phase of switching to electronic data collection, starting with the Permits Office. Issues directly relating to the collection, storage, retrieval, and analysis of data require prompt, accurate responses.

The majority of multifamily buildings require an annual fire code inspection in addition to those stipulated for commercial and industrial premises. The Office of the Fire Marshall identified that approximately ten percent of mandated fire code inspections are conducted annually.

Fire Investigations



The Fire Investigation Section functions as a division under the Office of the Chief of Fire Prevention. Fire Investigations personnel conduct cause and origin investigations in accordance with fire investigations industry standards. These industry standards are reflected in manuals such as National Fire Protection Association; (NFPA) 921, Guide for Fire and Explosion Investigations, NFPA 1033,

The Atlanta Fire Department currently has nine full-time Fire Lieutenants acting as fire investigators that manage all fire investigations and one Fire Captain that provides supervision. The Investigators currently work a forty-hour work schedule with no built-in relief factor; therefore, the department often times incurs an overtime expense or decreases in timely inspection.

Professional Qualifications for Fire Investigator; books such as Kirk's Fire Investigation; and AFRD.SOP.01.18 Fire Investigation Section Operating Procedures. AFRD.SOP.01.18 is the standard operating procedure of the Fire Investigation Section. In addition, this section has a written agreement, through the Bureau of Alcohol, Tobacco and Firearms (ATF) with the Metro Fire Investigative Task Force. The task force includes the ATF, Georgia Bureau of Investigations (GBI), Federal Bureau of Investigation (FBI), and eight surrounding municipalities. This section also works with local law enforcement agencies, including the Atlanta Police Department (APD). This involvement includes conducting joint investigations, serving warrants, and sharing communications. The information system in place now is adequate for basic documentation of fire investigation activities and provides sufficient data for analyzing the program results.



Community Affairs



The Community Affairs (CA) Section is currently staffed with one Fire Lieutenant, two Education Specialists, and one Special Project Coordinator. The mission of the Atlanta Fire Rescue Department Community Affairs section is to empower all people to prevent fires, burns, stroke/heart attack prevention, and other unintentional injuries through knowledge, emergency preparedness, attitude, and action property, and the environment through

education, training, and awareness campaigns while carrying out this mission of saving lives. These education, training and awareness campaigns include but are not limited to health and safety fairs, safety training for childcare facilities, smoke detector installation, smoke detector maintenance education and juvenile fire setter intervention. This occurs through public school involvement in a national program, teacher/fire marshal workshop, fire extinguisher training, and a means for children to practice in a fire safety house some of the information they receive through the various fire prevention programs. The CA section's practice of delivering programs based upon request by individuals, institutions, and businesses, has proven to be beneficial to the community, but is not adequate for the needs of the community as a whole. The CA section's utilization of data from the Atlanta Fire Incident Reporting System (AFIRS) as a means for identifying specific areas and subject matter has enabled the section to deliver effective public education programs to the community.

Recommendations and Impact

Fire Investigations

Investigators work a 40-hour workweek schedule with no relief factor, consequently, incurring an inordinate amount of overtime pay. The plan is to increase the Investigations Section staff with one Section Chief, three additional Fire Lieutenant Investigators while also conducting an assessment of the effectiveness and efficiency of this section.

Community Affairs

The Community Affairs Section plans to continue reviewing and analyzing quarterly statistics to identify problem areas and their root causes. Once the root causes are determined, the applicable CA programs will be implemented to appropriately address the problem areas. To improve the CA programs, AFRD CA section plans to request one Section Chief, and one Fire Captain, and four, additional Fire Safety Education Specialist. In response to the focus on specific audiences, CA section personnel will attend more training in order to become acquainted with new methods, ideas and existing programs that may be available to better reach targeted audiences.

Fire Inspections

AFRD plans to continue providing equipment and supplies for Fire Prevention that is supported by the annual budget. The Inspection Section is currently working to computerize the permit process. The plan is to increase the Inspections Section with one Fire Lieutenant Inspector, three Fire Captains, and one Section Chief. AFRD will continue to monitor the effectiveness of the fire inspection program and redirect resources as necessary to assure compliance and ensure the City of Atlanta's fire safety. It is recommended that the community risk reduction methodology, as outlined with FEMA's Five-step process, form the basis of AFRD community risk reduction efforts. AFRD will need to adopt a continuous community risk analysis in order to develop the framework to address actual and anticipated

fire and life safety risks. AFRD has highlighted that 90 percent of the department's annual fire code inspections were not completed.



Strategic Measures

When this Strategic Initiative is accomplished, the Department will have the capacity to deliver a Community Risk Reduction program through fire prevention, injury prevention, stroke/heart attack prevention, and emergency preparedness. The following Strategic Measures were identified to assess the success of this Strategic Initiative:

1. Increase staffing levels to accomplish initiative;
2. Citizen Satisfaction Rate;
3. Member (Sworn) Satisfaction Rate; and,
4. Member (Non-Sworn) Satisfaction rate.

Time Frame: 5 years

Costs:

Community Risk Reduction						
	FY2014	FY2015	FY2016	FY2017	FY2018	Projected Total
Capital	\$ 36,500	\$ 73,000	\$ 73,000	\$ 73,000	\$ 109,500	\$ 365,000
Capital, Operating	\$ 900	\$ 23,000	\$ 25,500	\$ 23,000	\$ 30,300	\$ 102,700
Human Capital	\$ 170,681	\$ 260,587	\$ 380,606	\$ 309,333	\$ 318,464	1,439,671
Total	\$ 208,081	\$ 356,587	\$ 479,106	\$ 405,333	\$ 458,264	\$1,907,371
Description	1 Fire Education Specialists, 1 Fire Captain (Inspections) and 1 vehicle	1 Fire Captain-Community Affairs, 1 Fire Lieutenant-Inspections, 1 Fire Education Specialist and 2 vehicles	1 Assistant Chief/Fire Marshal Community Affairs, 1 Fire Captain; 1 Fire Education Specialist; 1 Office Support Assistant, Senior and 2 vehicles	1 Section Chief-Community Affairs, 1 Fire Lieutenant- Investigations; 1 Fire Education Specialist and 2 vehicles	1 Section Chief- Fire Investigations, 2 Fire Lieutenants- Investigations and 3 vehicles	

Funding: Additional funding for this Initiative is pending consideration.



Appendix

STRATEGIC PLANNING TEAM

<i>NAME</i>	<i>RANK</i>	<i>DIVISION OF LABOR</i>
<i>Adams, John</i>	<i>Firefighter</i>	<i>Field Operations</i>
<i>Alden, David</i>	<i>Firefighter</i>	<i>Field Operations</i>
<i>Allen, Olden</i>	<i>Firefighter</i>	<i>Office of Fire Chief</i>
<i>Baker, Joel</i>	<i>Deputy Chief</i>	<i>Aviation</i>
<i>Borders, Stephen</i>	<i>Fire Sergeant</i>	<i>President Elect, Local 134</i>
<i>Carries, Ingrid</i>	<i>Business Manager</i>	<i>Office of Fire Chief</i>
<i>Chatman, Sharyl</i>	<i>Firefighter</i>	<i>Field Operations</i>
<i>Cochran, Kelvin</i>	<i>Fire Chief</i>	<i>Office of Fire Chief</i>
<i>Dobson, Anthony</i>	<i>Captain</i>	<i>Field Operations</i>
<i>Driver, Mathew</i>	<i>Lieutenant</i>	<i>Field Operations</i>
<i>Favors, Greg</i>	<i>Section Chief</i>	<i>Technical Services</i>
<i>Fears, Kenny</i>	<i>Lieutenant</i>	<i>Field Operations</i>
<i>Foster, Robert</i>	<i>Section Chief</i>	<i>Office of Fire Chief</i>
<i>Glickman, Shylika</i>	<i>Administrative Assistant</i>	<i>Field Operations</i>
<i>Harris, Dwight</i>	<i>Firefighter</i>	<i>Field Operations</i>
<i>Harris, Gavin</i>	<i>Sergeant</i>	<i>Aviation</i>
<i>Hernton, Athalia</i>	<i>Lieutenant</i>	<i>Field Operations</i>
<i>Kennedy, Byron</i>	<i>Section Chief</i>	<i>Technical Services</i>
<i>Mason, Darrel</i>	<i>Captain</i>	<i>Technical Services</i>
<i>McDaniel, Mirian</i>	<i>Captain</i>	<i>Office of Fire Chief</i>
<i>Meadows, Wilmond</i>	<i>Deputy Chief</i>	<i>Office of Fire Chief</i>
<i>Nash, Claudie</i>	<i>Special Projects Coordinator</i>	<i>Technical Services</i>
<i>Rackin, Le'Kenndth</i>	<i>Firefighter</i>	<i>Field Operations</i>
<i>Rhodes, David</i>	<i>Battalion Chief</i>	<i>Field Operations</i>
<i>Shinkle, Greg</i>	<i>Section Chief</i>	<i>Technical Services</i>
<i>Simmons, Michael</i>	<i>Deputy Chief</i>	<i>Technical Services</i>
<i>Slaughter, Randall</i>	<i>Deputy Chief</i>	<i>Field Operations</i>
<i>Thacker, April</i>	<i>Special Events Manager</i>	<i>Office of Fire Chief</i>
<i>Ware, Kevin</i>	<i>Captain</i>	<i>Aviation</i>
<i>Wessels, Chris</i>	<i>Assistant Chief</i>	<i>Technical Services</i>
<i>Winfrey, Michael</i>	<i>Captain</i>	<i>Aviation</i>

STRATEGIC PLAN ACCOMPLISHMENTS

Initiative Title	FY Accomplished
1. Conduct Facility Renovations and Replacement	
Construction: Station 11, 13, 18, 22*, 28	Various
Renovations: Station 7	FY2013/14
Station Improvements, non roofing (from General Funds)	FY2012
Station Improvements, roofing only (from General Funds)	FY2012
Bond Proceeds	FY2013
2. Systematize Fire Apparatus and Fleet Replacement	
Rapid Fleet Procurement	FY2011
2nd Phase of Fleet Additions	FY2013
Specialized vehicle (External source)	FY2013
Staff vehicle replacements	FY2013
3. Enhance AFRD Training Delivery (Training Academy)	
Extra Help- 2 Fire Captains	FY2011
Permanent Employees- 2 Fire Captains	FY2013
Contract employees- 2 Training Officers	FY2012
Extra Help- 1 Administrative Assistant, Sr.	FY2011
Permanent Employee- 1 Administrative Assistant, Sr.	FY2013
Overtime enhancements- 2 Lieutenants (for increased support/recruit academy)	FY2012
Overtime enhancements- 6 Lieutenants (Adjunct staffing)	FY2012
Extra Help- 1 Fire Sergeant	FY2012
Associated Costs for Training Enhancements	FY2011, FY2012
4. Ensure Competitive Salaries	
Chief Officer's Pay project	FY2013
5. Reinstigate Wellness and Fitness Initiative	
Awarded Wellness and Fitness Grant (AFG 2011)	FY2012
6. Enhance Emergency Medical Services	
Additional six (6) Paramedic Captains	FY2010
EMS City Hall Response- overtime, equipment, medical supplies	FY2011
QIC EMS Response Pilot	FY2012
7. Assure Emergency Preparedness and Homeland Security	
No activity	

STRATEGIC PLAN ACCOMPLISHMENTS *continued*

Initiative Title	FY Accomplished
8. Enhance Administrative Support	
Extra Help- 1 Administrative Assistant, Sr. (Inspections)	FY2012
Permanent Employee- 1 Administrative Assistant (Inspections)	FY2012
Extra Help- 1 Project Manager (Support Services)	FY2012
Permanent Employee- 1 Project Manager (Support Services)	FY2012
Extra Help- 1 Special Projects Manager (FCO)	FY2012
(Civilianization) Extra Help- Backgrounds Investigator	FY2013
(Civilianization) Extra Help- PIO	FY2013
(Civilianization) Extra Help- Communications Manager	FY2013
(Civilianization) Extra Help- Management Analyst, Sr (Assessment and Planning)	FY2013
9. Increase Field Operations Staffing	
Awarded SAFER Grant/ 75 Firefighters (FEMA 2010)	FY2011
SAFER Retention period	FY2013
Hired final compliment of firefighters (Extra help, 4/2013)	FY2013
10. Enhance Special Operations Staffing	
Re-Commission Squad 4 Staffing	FY2011
Special Operations Assistant Chief	FY2013
Applied for additional GEMA grant, November 29, 2012	FY2013
Began Special Operations Refresh: Assessment, calibrations, repairs (General Funds)	FY2013
Special Operations Assistant Chief- Vehicle procurement	FY2013
11. Enhance Community Risk Reductions	
Awarded Fire Prevention Grant, 2010	FY2011
Applied for Fire Prevention Grant, AFG 2013	FY2013

AFRD Strategic Plan Strategic Measures

Financial

1. Percent of budget allocated for Fitness and Wellness
2. Percent of budget allocated for Capital Improvements
3. Number of injury claims filed
4. Percent of approved grants

Key Stakeholder

1. Citizen Satisfaction Rate
2. Vendor Satisfaction rate
3. "Citizen" Homeland Security Satisfaction rate

AFRD Members

1. Member (Sworn and Non-Sworn) Satisfaction Rate
2. Number of sworn members assigned to the Fire Academy
3. Rate of Voluntary Turnover
4. Percent of sworn personnel attrition
5. Rate of Voluntary Turnover of sworn Fire Academy staff members
6. Percentage of in-Service Injuries

Process Improvements

1. Percent of facilities beyond life cycle
2. Percent of fleet beyond it life cycle
3. Number of Fire Captains assigned as EMS supervisors
4. Number of Captains assigned to Homeland Security
5. Number of firefighter vacancies
6. Percent of EMS incidents achieving Standards of Response Coverage (SORC)
7. Percent of Basic Life Support (BLS) incidents SORC
8. Percent of Advanced Life Support (ALS) incidents achieving SORC
9. Percent of Fire incidents achieving SORC
10. Percent of EMS incidents achieving SORC
11. Average number of Homeland Security Response training hours per sworn members
12. Number of inter-agency training exercise