

ATLANTA FIRE RESCUE DEPARTMENT

FY2013 Operational Initiatives Action Plan

Kelvin J. Cochran, Fire Chief





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**CITY OF ATLANTA
FIRE – RESCUE DEPARTMENT**

An Accredited Agency

226 Peachtree St., SW

Atlanta, GA 30303-3749

(404) 546-7000 FAX (404) 546-8761

ICHIEFS ID – ATLFRDHQ

**KASIM REED
MAYOR**

**KELVIN J. COCHRAN
FIRE CHIEF**

MEMORANDUM

TO: All AFRD Personnel

FROM: Fire Chief Kelvin Cochran

DATE: January 15, 2013

SUBJECT: **ATLANTA FIRE RESCUE OPERATIONAL INITIATIVES**

Atlanta Fire Rescue Department (AFRD) FY2013 Operational Initiatives Action Plan are departmental needs, which align with our mission and organizational priorities. The scope of operational initiatives are those items which have no cost; funded within the department's operations budget over two fiscal years; and/or have an estimated time of completion not greater than eighteen (18) months. The AFRD FY2013 Operational Initiatives Action Plan is not inclusive of all activities that fit this description. However, it does highlight those high priority, new, or not adequately communicated to all AFRD personnel and stakeholders.

Each operational initiative has a goal statement: person(s) assigned, identified action items, which leads to an accomplished goal, and met targeted timelines. *Operational initiatives* are delegated to appropriate divisions of labor and assigned to the Deputy Fire Chiefs "Action Items". These items are then assigned to sworn and non-sworn personnel, whose job classification and functions align with the required action(s).

All operational initiatives will be entered into *Sharepoint* for monitoring, tracking, and accountability. The performance of personnel responsible for the operational initiatives and action items shall be reflected in the AFRD performance evaluation process.





Office of the Fire Chief

Wilmond Meadows
Deputy Chief of Staff



Enhance AFRD Recruitment Processes

Organizational Priority:

Human Resources

Goal:

To enhance the recruitment process through effective and efficient services to increase the applicant pool and reduce timelines.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Captain Alfred Moreland & Jerry Solamon

Action Items:

1. Re-evaluate the current internal processes
2. Develop and implement the AFRD Explorer Program with Boy Scouts of America
3. Conduct post-employment survey with recent applicants
4. Reclassify sworn Background Investigator position to civilian
5. Revise AFRD Hiring Decision Guidelines
6. Hire civilian Background Investigator
7. Form partnerships and/or agreements with vendors for services

Timeline / Personnel Responsible:

1. Re-evaluate current internal processes: (end of 3rd Quarter / FY13)
 - ❖ Captain Alfred Moreland
2. Develop and implement the AFRD Explorer Program: (2nd Quarter / FY13)
 - ❖ Captain Alfred Moreland
3. Conduct post-employment survey: (3rd Quarter / FY13)
 - ❖ Captain Alfred Moreland / Jerry Solamon
4. Revise AFRD Hiring Decision Guidelines: (3rd Quarter / FY13)
 - ❖ Captain Alfred Moreland
5. Revise Hiring Decision Guidelines: (2nd Quarter / FY13)
 - ❖ Captain Alfred Moreland
6. Reclassify sworn position to civilian: (2nd Quarter / FY13)
 - ❖ Captain Alfred Moreland
7. Recruit and hire a civilian Background Investigator: (2nd Quarter / FY13)
 - ❖ Captain Alfred Moreland
8. Form partnerships and agreements with vendors for services: (2nd Quarter / FY13)
 - ❖ Chief Meadows



Enhance AFRD Recruiting Opportunities

Organizational Priority:

Human Resources

Goal:

To recruit dedicated and qualified applicants that meets the standards and aligns with the AFRD organizational values

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Captain Alfred Moreland

Action Items:

1. Conduct post hiring analysis
2. Participate in quarterly Job Fairs
3. Conduct post hiring analysis
4. Conduct market analysis
5. Develop marketing strategy

Timeline / Personnel Responsible:

1. Participate in quarterly Job Fairs: (end of 2nd Quarterly)
 - ❖ Captain Alfred Moreland
2. Conduct AFRD Annual Job Fair: (end of 4th Quarter / FY13)
 - ❖ Captain Alfred Moreland / April Thacker
3. Conduct post hiring analysis: (end of 2nd Quarter / FY13)
 - ❖ Chief Meadows
4. Conduct market analysis: (end of 2nd Quarter / FY13)
 - ❖ Chief Meadows
5. Hire civilian Background Investigator (end of 2nd Quarter / FY13)
 - ❖ Chief Meadows



Enhance AFRD Citizen's Outreach Programs

Organizational Priority:

PIER Programs

Goal:

To enhance AFRD relationship with the Citizens of Atlanta through programs that will provide an educational experience on AFRD operations.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Captain Marian McDaniel

Action Items:

1. Identify and develop Programs
2. Identify Program Coordinators and key stakeholders
3. Revise and/develop program curriculums
4. Develop courses and schedules
5. Review marketing and recruitment processes
6. Increase program candidate's participation in departmental activities

Timeline/Personnel Responsible:

1. Identify and develop Outreach Programs (end of 2nd Quarter/FY13)
 - ❖ Deputy Chief Meadows & Captain Marian McDaniel
2. Identify Program Coordinators and key stakeholders: (end of 2nd Quarter /FY13)
 - ❖ Captain Marian McDaniel
2. Revise and/or develop program curriculums: (end of 3rd Quarter/FY13)
 - ❖ Captain Marian McDaniel
3. Develop courses and schedules: (end of 3rd Quarter/FY13)
 - ❖ Captain Marian McDaniel
4. Review promotion and recruitment processes: (end of 3rd Quarter / FY13)
 - ❖ Captain Marian McDaniel
5. Increase program candidate's participation in departmental activities: (4th Quarter / FY13)
 - ❖ Captain Marian McDaniel



Improve Communication with External and Internal Stakeholders

Organizational Priority:

PIER Programs

Goal:

To enhance the AFRD communication methods to effectively reach our internal and external stakeholders through the use of technology and social media services.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Captain Marian McDaniel

Action Items:

1. Regularly schedule website updates
2. Develop and implement AFRD Quarterly Newsletter
3. Develop strategy and implementation AFRD social media mediums
4. Develop online pay options to further enhance departmental customer service
5. Develop and implement AFRD Bi-Weekly Bulletin
6. Develop and implement NPU Fact Sheet
7. Enhance AFRD NPU Briefing

Timeline/Personnel Responsible:

1. Regularly schedule website updates: (end of each quarter of / FY13)
 - ❖ Captain Marian McDaniel
2. Develop and implement AFRD Quarterly Newsletter (end of each Quarter / FY13)
 - ❖ Captain Marian McDaniel
3. Develop strategy and implement AFRD social media mediums (2nd Quarter / FY13)
 - ❖ Captain Marian McDaniel
4. Develop online pay options (3rd Quarter / FY13)
 - ❖ Captain Marian McDaniel
5. Develop and implement AFRD Bi-Weekly Bulletin: (2nd Quarter / FY13)
 - ❖ Captain Marian McDaniel
6. Develop and implement NPU Fact Sheet for fire stations: (3rd Quarter / FY13)
 - ❖ Captain Marian McDaniel
7. Enhance AFRD NPU Briefings: (2nd Quarter / FY13)
 - ❖ Captain Marian McDaniel



Public Service Announcements

Organizational Priority:

PIER Programs

Goal:

To ensure proper notification of AFRD emergency and non-emergency incidents and any other events/activities that keep our stakeholders informed.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Captain Marian McDaniel

Action Items:

1. Identify media outlets (i.e. TV, Radio, Paper, Web, etc.)
2. Modify and finalize Smart 911 information on the website
3. Research other Web Systems: NEXEL System, Smart Business, and the like
4. Implement NIXEL Emergency Notification System
5. Enhance Press Releases of AFRD emergency/non-emergency notifications

Timeline/Personnel Responsible:

1. Identify media outlets: (On Going)
 - ❖ Captain Marian McDaniel
2. Modify and finalize Smart 911 information on the website: (end of 3rd Quarter / FY13)
 - ❖ Captain Marian McDaniel
3. Research other Web Systems: NEXEO System, Smart Business: (end of 4th Quarter / FY13)
 - ❖ Captain Marian McDaniel
4. Re-establish and implement account with NIXEL ENS: (end of 2nd Quarter / FY13)
 - ❖ Deputy Chief Meadows
5. Enhance Press Releases of AFRD emergency/non-emergency notifications: (end of 2nd Quarter / FY13)
 - ❖ Captain Marian McDaniel



Customer Service Surveys

Organizational Priority:

PIER Programs

Goal:

To obtain feedback from our internal and external stakeholders of the effectiveness and efficiency of AFRD PIER programs and services through qualitative and quantitative measures

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Jerry Solamon

Action Items:

1. Outline the desired results
2. Formalize survey methods and questions
3. Identify target areas and populations
4. Conduct surveys
5. Tabulate, analyze, and communicate results

Timeline / Personnel Responsible:

1. Outline desired results: (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
2. Formalize questions and methods: (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
3. Identify target areas: (end of 3rd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
4. Conduct survey: (end of 3rd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
5. Tabulate and communicate results: (end of 4th Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager



Firefighter Safety and Health Initiatives

Organizational Priority:

Human Resources

Goal:

To develop and implement programs and initiatives that promotes and maintains the overall health and well-being of AFRD members

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Jerry Solamon, Program Manager

Action Items:

1. Conduct an organization needs assessment
2. Identify programs and initiatives that add value after completing a needs assessment
3. Establish program criteria and expected outcomes
4. Identify and select PFT team members
5. Establish communication plan
6. Reinstate annual medical physicals (NFPA 1582)
7. Conduct certification testing
8. Begin Fitness Assessments

Timeline / Personnel Responsible:

1. Conduct a needs assessment: (end of 1st Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
2. Identify programs and initiatives: (end of 1st Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
3. Establish program criteria and outcomes: (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
4. Identify and select core team and PFT members: (end of 1st Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
5. Establish communication plan: (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
6. Reinstate annual medical physicals (NFPA 1582): (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
7. Conduct certification testing: (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
8. Begin fitness assessments: (end of 3rd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manger



Organizational Priority:

PIER Programs

Goal:

To provide an annual report of AFRD emergency and non-emergency activities for the fiscal year of 2012.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Jerry Solamon, Program Manager

Action Items:

1. Develop a template
2. Review other organizations reports for comparable models
3. Identify report functions and categories
4. Collect pertinent data from each Division of Labor at the end of each quarter during the FY13 cycle
5. After review by fire chief's office, distribute to all AFRD Stakeholders

Timeline/Personnel Responsible:

1. Develop a Template: (end of 2nd Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
2. Provide an overview of department organization/services provided: (end of 3rd Quarter)
 - ❖ Jerry Solamon, Program Manager
3. Review other organizations reports for comparable models: (end of 3rd Quarter)
 - ❖ Jerry Solamon, Program Manager
4. Identify report functions and categories: (end of 3rd Quarter)
 - ❖ Jerry Solamon, Program Manager
5. Collect pertinent data from all Divisions of Labors: (end of each Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager
6. Draft to the Fire Chief's Office for approval and distribute to all AFRD Stakeholders: (end of 4th Quarter / FY13)
 - ❖ Jerry Solamon, Program Manager



Institutionalized Center for Public Safety Excellence (CPSE) Accreditation

Organizational Priority:

Emergency Preparedness and Response

Goal:

To ensure AFRD maintain its “Accreditation” while reevaluating the division of labor strengths, weaknesses, opportunities, and threats.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Captain Jerome Wright

Action Items:

1. Review status of last completed report (ACR)
2. Re-evaluate SOPs/SOGs and any stand alone policies/directives
3. Make updates based on revision to self-assessment manual, risk assessment guidelines, SOPs/SOGs, and any stand alone policies/directives
4. Develop plan and recommendation for any limitations and/or services
5. Integrate into Recruit Program: Fire Officer Training, Promotion Process, Policies and Procedures

Timeline/Personnel Responsible:

1. Review status of last completed report (ACR): (end of 3rd Quarter / FY13)
 - ❖ Captain Jerome Wright
2. Re-evaluate SOPs/SOGs and any stand alone policies/directives: (end of 3rd Quarter / FY13)
 - ❖ Standing Policy Committee
3. Make updates based on revision to self-assessment manual and risk assessment guidelines, SOPs/SOGs, and any stand alone policies and directives: (end of 4th Quarter / FY13)
 - ❖ Captain Jerome Wright
4. Develop plan and recommendation for any limitation and/or services: (end of 3rd Quarter / FY13)
 - ❖ Captain Jerome Wright
5. Integrate into AFRD Programs: Fire Officer Training, Promotion Process, and other AFRD Professional Development Program: (end of 4th Quarter / FY13)
 - ❖ Captain Jerome Wright



Enhancing Departmental Cost Recovery Opportunities

Organizational Priority:

Emergency Preparedness & Response

Goal:

To increase revenue, cost recovery, and grant opportunities of the AFRD while revising existing business processes modeled using best business practices

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Ingrid Carries, AFRD Business Manager

Action Items:

1. Identify additional cost recovery opportunities
2. Modify and re-enforce Cost Recovery Program with Third-Party Billing Vendor
3. Establish marketing and communication plans of Cost Recovery Program
4. Develop department Cost Recovery Policy
5. Training with FEMA representatives annually
6. Develop standards and criteria for grant application in alignment with departmental strategic plan and operational initiatives
7. Explore non-governmental grant opportunities with organizations with a similar mission of AFRD

Timeline / Personnel Responsible:

1. Identify additional cost recovery opportunities: (end 2nd Quarter / FY13)
 - ❖ Deputy Chief Wilmond Meadows
2. Modify and re-enforce Cost Recovery Program: (end 2nd Quarter / FY13)
 - ❖ Deputy Chief Wilmond Meadows, Business Manager, Ingrid Carries
3. Establish marketing and communication plan: (end 2nd Quarter / FY13)
 - ❖ Deputy Chief Wilmond Meadows
4. Develop department Cost Recovery Policy: (end of 2nd Quarter / FY13)
 - ❖ Deputy Chief Wilmond Meadows, Business Manager, Ingrid Carries
5. Training with FEMA representatives annually: (end of 3rd Quarter / FY13)
 - ❖ Deputy Chief Wilmond Meadows, Business Manager Ingrid Carries
6. Develop grants/alternate funding standards and criteria: (end of 2nd Quarter/FY13)
 - ❖ Business Manager Ingrid Carries
7. Explore non-governmental grant opportunities: (end of 3rd Quarter / FY13)
 - ❖ Deputy Chief Wilmond Meadows, Business Manager Ingrid Carries



Reformation of AFRD Financial Management System

Organizational Priority:

Equipment, Facilities, Supplies, and Technology

Goal:

To increase the efficiency, effectiveness, and responsiveness of our procurement processes, delivery, and support systems to our internal and external stakeholders.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Business Manager Ingrid Carries

Action Items:

1. Develop AFRD Financial Management Manual and guide
2. Train Chief Officer's on "End User" knowledge level in Financial Management
3. Standardize departmental reporting (all fiscal including Strategic Plan, Grants, Special Projects, etc.)
4. Centralize AFRD procurement process which requires all quotes to be initiated by fiscal.
5. Enhance the utilization of Oracle by Cost Center Managers and Storekeeper
6. Conduct refresher training sessions with Cost Center Managers (CCM)
7. Quarterly meetings with Cost Center Managers

Timeline / Personnel Responsible:

1. Develop Financial Management Manual: (end of 3rd Quarter/FY13)
 - ❖ Business Manager Ingrid Carries
2. Quarterly meetings with city support department: (end of each Quarter/FY13)
 - ❖ Business Manager Ingrid Carries
3. Standardize departmental reporting: (end of 2nd Quarter/FY13)
 - ❖ Business Manager Ingrid Carries
4. Centralize AFRD procurement process: (end of 3rd Quarter/FY13)
 - ❖ Business Manager Ingrid Carries
5. Enhance the utilization of Oracle by internal stakeholders: (end of 3rd Quarter / FY13)
 - ❖ Business Manager Ingrid Carries
6. Conduct refresher training sessions with CCM: (end of 2nd Quarter/FY13)
 - ❖ Business Manager Ingrid Carries
7. Quarterly Budget reviews with CCMs: (end of each Quarter/FY13)



Enhance Special Events Services

Organizational Priority:

Customer Service Programs

Goal:

To ensure that all Special Events activities held within the City of Atlanta that require permits receive appropriate approval for AFRD Fire or EMS coverage.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

April Thacker

Action Items:

1. Quarterly meeting with other city special events sections;
2. Revise all regulations, procedures, codes, or guidelines relevant Special Events;
3. Conduct post-event meetings with other AFRD Divisions/Sections or impacted city department;
4. Create program approval matrix for Special Events and other related programs;
5. Create and submit legislation for fee schedule for cost recovery programs.

Timeline / Personnel Responsible:

1. Communicate and establish meeting schedule with other city departments:
(2nd Quarter / FY13)
 - ❖ April Thacker,, Special Events Manager
2. Identify and review all relevant Special Events regulations: (3rd Quarter / FY13)
 - ❖ April Thacker,, Special Events Manager
3. Develop post-event summary and critique forms: (3rd Quarter / FY13)
 - ❖ April Thacker,, Special Events Manager
4. Create program approval matrix: (4th Quarter / FY13)
 - ❖ April Thacker, Special Events Manager
5. Create legislation for fee schedule cost recovery programs: (2nd Quarter / FY13)
 - ❖ Deputy Chief Michael Simmons
6. Submit cost recovery fee schedule legislation to City Council: (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael Simmons



Increase AFRD members' knowledge and awareness of Disciplinary Processes

Organizational Priority:

Human Resources

Goal:

To education, train, and provide informational material to AFRD members to improve their knowledge and awareness of the Office of Professional Standards disciplinary process.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Section Chief Robert Foster

Action Items:

1. Review and revise current OPS Manual
2. Conduct Survey
3. Identify knowledge and awareness shortfalls
4. Formalize training programs
5. Implement training programs and gather feedback

Timeline / Personnel Responsible:

1. Review and revise current OPS Manual: (end of 2nd Quarter / FY13)
 - ❖ Section Chief Robert Foster, Chief OPS/Internal Affairs
2. Conduct Survey: (end of 4th Quarter / FY12)
 - ❖ Section Chief Robert Foster, Chief OPS/Internal Affairs
3. Identify knowledge and awareness shortfalls: (beginning of 3rd Quarter / FY13)
 - ❖ Section Chief Robert Foster, Chief OPS/Internal Affairs
4. Formalize training programs: (end of 3rd Quarter / FY13)
 - ❖ Section Chief Robert Foster, Chief OPS/Internal Affairs
5. Implement training programs and gather feedback: (end of 4th Quarter / FY13)
 - ❖ Section Chief Robert Foster, Chief OPS/Internal Affairs



Enhance OPS Operational Processes and Systems

Organizational Priority:

PIER Programs

Goal:

To increase efficiency and productivity of the Office of Professional Standards investigations, disciplinary, and administrative processes.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Section Chief Robert Foster

Action Items:

1. Re-evaluate Disciplinary Review Panel (DRP) meetings and processes
2. Develop Disciplinary Review Panel By-Laws
3. Increase Disciplinary Review Panel meeting frequency
4. Purchase new computers and software
5. Implement continuous training on software
6. Implementation of Training Plan with City of Atlanta Law and HR Departments

Timeline / Personnel Responsible:

1. Re-evaluate DRP meetings and processes: (end of each Quarter / FY13)
 - ❖ Section Chief Robert Foster
2. Develop DRP By-Laws: (end of 2nd Quarter / FY13)
 - ❖ Deputy Chief Meadows
3. Disciplinary Review Panel meeting frequency: (end of each Quarter FY13)
 - ❖ Section Chief Robert Foster
4. Purchase/acquire new computers and software: (end of 2nd Quarter / FY13)
 - ❖ Section Chief Robert Foster
5. Implement continuous training on software: (end of 2nd Quarter / FY13)
 - ❖ Section Chief Robert Foster
6. Implementation of Training Plan with COA Law & HR Departments: (end of 3rd Quarter / FY14)
 - ❖ Section Chief Robert Foster



Enhance AFRD Homeland Security Programs Target Hazard Identification/Preplanning

Organizational Priority:

Emergency Preparedness and Response

Goal:

To enhance AFRD Homeland Security Programs through planning, partnerships, and identifications of low/medium/high target hazard to ensure AFRD readiness to man-made and natural disasters.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Firefighter Craig Dowdell, Homeland Security Officer

Action Items:

1. Conduct Community Risk, Threat, and Vulnerability Assessments
2. Collect information: buildings, population density, topography
3. Analysis of collected information
4. Integrate findings into Field Operations, Emergency Preparedness and Response Plans, training in member development
5. Develop and implement Bio-Watch Air Monitoring Program
6. Increase partnerships with local, state, and federal HLS agencies
7. Increase training and awareness opportunities for AFRD members and key stakeholders

Timeline/Personnel Responsible:

1. Conduct Community Risk, Threat, and Vulnerability Assessments: (end of 4th Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer / Captain Wright
2. Collect information: buildings, population density, topography: (end of 4th Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer / Captain Wright
3. Analysis of collected information: (end of 4th Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer / Captain Wright
4. Integrate findings into Field Operations, Emergency Preparedness and Response Plans, training in member development: (end of 4th Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer / Captain Wright
5. Develop and implement Bio-Watch Air Monitoring Program: (end of 2nd Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer
6. Increase partnerships with local, state, and federal HLS agencies: (end of 4th Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer
7. Increase training and awareness opportunities for AFRD members and key stakeholders: (end of 4th Quarter)
 - ❖ Firefighter Craig Dowdell, HLS Officer



Standing Policy Review and Implementation Workgroup

Organizational Priority:

Emergency Preparedness and Response; Human Resources

Goal:

To review, update, and develop SOGs and SOPs to ensure clear direction for the members of AFRD and provide consistency in operations and decision-making.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Deputy Chief Wilmond Meadows & Arkla Napper

Action Items:

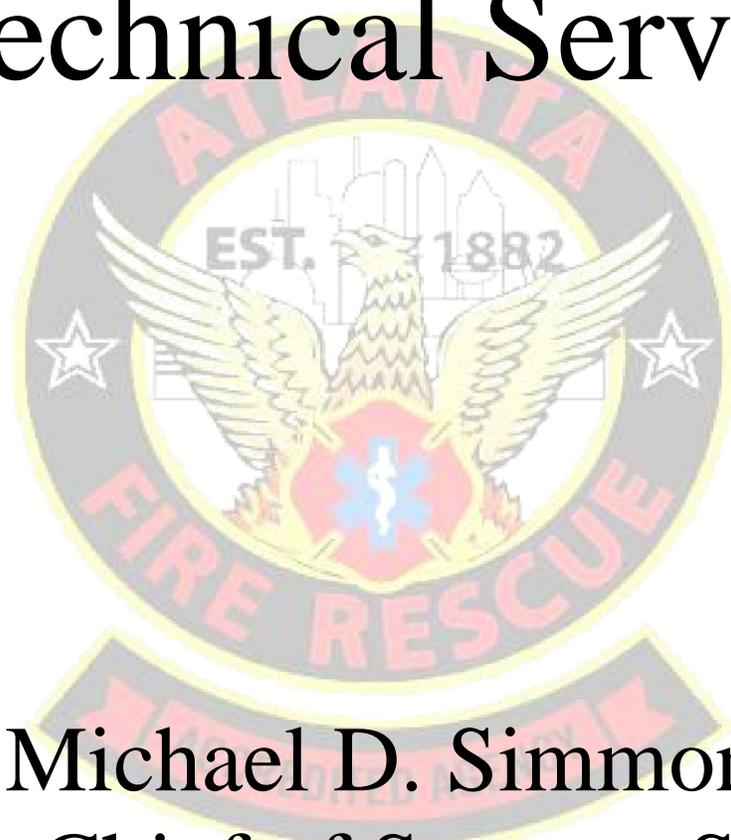
1. Identify workgroup personnel
2. Identify format for documents
3. First workgroup meeting
4. Identify SOPs and SOGs that need to be created
5. Identify SOPs and SOGs that need to be revised
6. Identify SOPs and SOGs that need to be eliminated
7. Begin SOP and SOG reviews, revisions, creations, and elimination process
8. Develop system for hard and electronic copy distribution, maintenance

Timeline/Personnel Responsible:

1. Identify workgroup personnel:
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
2. Identify format for documents: (3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
3. First workgroup meeting: (3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
4. Identify SOPs and SOGs that need to be created: (3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
5. Identify SOPs and SOGs that need to be revised: (3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
6. Identify SOPs and SOGs that need to be eliminated: (3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
7. Begin SOP and SOG reviews, revisions, creations, and elimination process:
(3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper
8. Develop system for hard and electronic copy distribution, maintenance: (3rd Quarter/FY13)
 - ❖ Deputy Chief Wilmond Meadows & Arkla Napper



Technical Services



Michael D. Simmons
Deputy Chief of Support Services



Insurance Service Office (ISO) Class 2 Rating

Organizational Priority:

Customer Service Programs; Emergency Preparedness and Response

Goal:

To reestablish AFRD Class 2 ISO rating by the end of 4th Quarter FY13.

Person Responsible:

Deputy Chief Michael D. Simmons

Person Assigned:

Assistant Chief Christopher Wessels

Action Items:

1. Identify members in ISO Working Group
2. Identify the objectives to obtain Class 2 and/or Class 1 ISO rating
3. Identify each ISO team members responsibility
4. Develop a time line for ISO completion

Timeline/Personnel Responsible:

1. Identify members in ISO Working Group: (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels
2. Identify the objectives to obtain a Class 2 and/or a Class 1 ISO rating: (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels
3. Identify each ISO team members responsibility: (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels
4. Develop a timeline for ISO completion: (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels



Atlanta Citizens Emergency Response Team (ACERT)

Organizational Priority:

PIER Programs

Goal:

To provide quality programs that promotes safety, security, and sustainability to the citizens, visitors, and workers of the City of Atlanta.

Person Responsible:

Deputy Chief Michael D. Simmons

Person Assigned:

Deputy Chief Michael D. Simmons

Action Items:

1. Re-evaluate the existing program
2. Continue to identify and secure funding sources
3. Identify coordinator
4. Conduct post course assessments and surveys
5. Conduct two classes quarterly
6. Enhance program marketing and communication plans

Timeline / Personnel Responsible:

1. Re-evaluate the existing program: (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons
2. Develop Citizen Corps Council (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons
3. Continue to identify possible funding sources: (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons
4. Identify coordinator: (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons
5. Conduct post course assessments and surveys: (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons
6. Conduct two classes quarterly (3rd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons
7. Enhance program plans: (4th Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons



Enhance Post Incident Assistance

Organizational Priority:

Customer Service Programs

Goal:

To develop programs and services so that fire victims can improve their circumstance, this can lead toward a state of normalcy in their lives.

Person Responsible:

Deputy Chief Michael D. Simmons

Person Assigned:

Lieutenant Vincent Miller; Captain Marian McDaniel; Claudie Nash

Action Items:

1. Evaluate current policies & programs
2. Partner with organizations with similar missions, which will provide normalcy
 - o Victim Support
 - o Property Conservation
3. Utilize support resources (FEMA, Mayor's Office of Constitutes services, etc.)
4. Develop Victim Assistance Program SOP
5. Develop and Implement "After the Fire Policy"
6. Conduct training for "After the Fire Policy"
7. Develop and Implement Training and Marketing Plan

Timeline / Personnel Responsible:

1. Evaluate current policies: (2nd Quarter / FY13)
 - ❖ Lt. Vincent Miller; Captain Marian McDaniel; Claudie Nash
2. Partnership with organizations: (2nd Quarter / FY13)
 - ❖ Lt. Vincent Miller; Captain Marian McDaniel; Claudie Nash
3. Utilize support resources: (3rd Quarter / FY13)
 - ❖ Lt. Vincent Miller; Captain Marian McDaniel; Claudie Nash
4. Develop Victim Assistance Program SOP (2nd Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons; Captain Marian McDaniel
5. Develop / Implement "After the Fire Policy": (2nd Quarter / FY13)
 - ❖ Lt. Vincent Miller; Captain Marian McDaniel; Claudie Nash
6. Conduct training for "After the Fire Policy": (3rd Quarter / FY13)
 - ❖ Lt. Vincent Miller; Captain Marian McDaniel; Claudie Nash
7. Develop and Implement Training and Marketing Plan (4th Quarter / FY13)
 - ❖ Deputy Chief Michael D. Simmons; Captain Marian McDaniel



Field Training Officer Program

Organizational Priority:

Professional Development

Goal:

To provide the knowledge, skills, and abilities of our sworn Field / Airport Operations personnel through quality professional development programs and initiatives.

Person Responsible:

Deputy Chief Michael D. Simmons

Persons Assigned:

Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle / Shift Commanders

Action Items:

1. Conduct a Workforce Assessment of sworn and non-sworn
2. Determine program criteria
3. Determine program delivery methods
4. Identify Training Officers
5. Explore possible incentives
6. Develop communication plan to stakeholders
7. Partnership with all divisions of labors and unions/organizations
8. Develop implementation plan
9. Re-evaluate Program

Timeline / Personnel Responsible:

1. Conduct assessment: (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
2. Determine program criteria: (3rd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
3. Determine program delivery methods: (3rd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
4. Identify Training Officers: (3rd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
5. Explore possible incentives: (4th Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
6. Develop communication plan: (4th Quarter / FY13)
 - ❖ Captain Darrel Mason
7. Partnerships: (4th Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
8. Develop implementation plan: (4th Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle
9. Re-evaluation of program: (4th Quarter / FY14)
 - ❖ Assistant Chief Christopher Wessels / Section Chief Gregory Shinkle



Professional Development Plan

Organizational Priority:

Human Resources

Goal:

To develop and enhance the careers of our members through quality and innovated programs which provide developmental opportunities.

Person Responsible:

Deputy Chief Michael D. Simmons

Person Assigned:

Assistant Chief Christopher Wessels

Action Items:

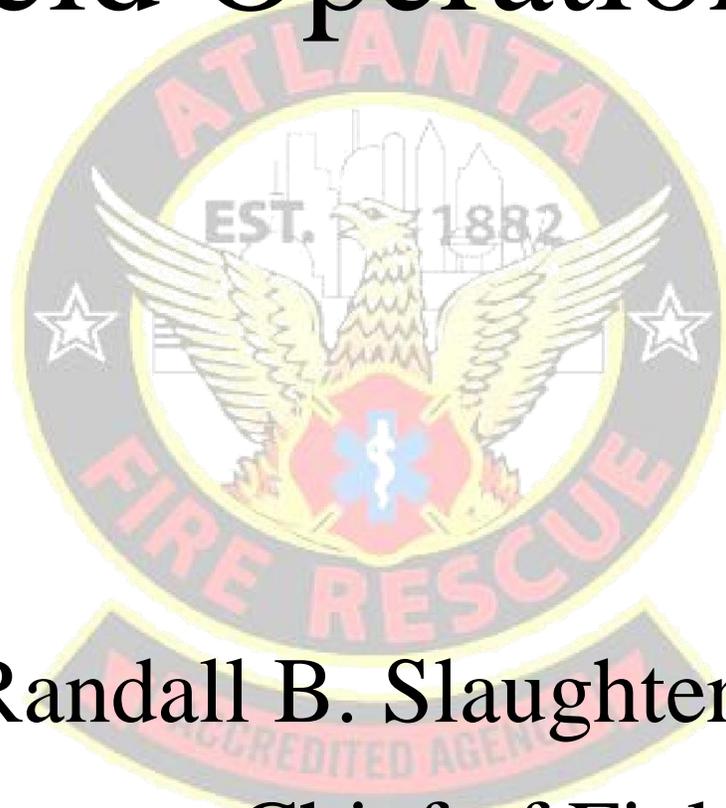
1. Identify effective development programs (Colleges/Universities/Technical Colleges) which aligns with AFRD mission and suit the needs of its workforce
2. Develop AFRD Career Development Manual
3. Conduct AFRD Annual Educational Symposium
4. Develop a policy that will govern educational institutions and how personnel will take advantage of these programs
5. Develop Professional Development Components (Training / Education; Performance Evaluation; Job Shadowing; Mentoring; Job Rotation; Job Enrichment)
6. Identify program coordinator

Timeline / Personnel Responsible:

1. Identify effective programs (Colleges/Universities/Technical Colleges) which aligns with AFRD mission and suit the needs of its workforce: (end of 2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels
2. Develop AFRD Career Development Manual: (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels
3. Conduct AFRD Annual Educational Symposium (Annual)
 - ❖ Assistant Chief Christopher Wessels / Ms. April Thacker
4. Develop a policy that will govern educational institutions and how personnel will take advantage of these programs (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels/ Ms. April Thacker
5. Develop Professional Development Components (Training / Education; Performance Evaluation; Job Shadowing; Mentoring; Job Rotation; Job Enrichment): (2nd Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels
6. Identify program coordinator: (4th Quarter / FY13)
 - ❖ Assistant Chief Christopher Wessels



Field Operations



Randall B. Slaughter
Deputy Chief of Field
Operations



Firefighter Personnel Protective Equipment Upgrade (FPPE)

Organizational Priority:

Emergency Preparedness and Response

Goal:

Ensure that all members of Atlanta Fire Rescue Department are equipped with the best FPPE and that each member has two sets of bunker gear assigned.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Battalion Chief Kevin Roberts, Battalion Chief Richard Heard, and Captain David Head

Action Items:

1. Analyze current conditions and assess needs
2. Institutionalize Inspection Program
3. Improve proper inventory and tracking system to ensure inventory rotation
4. Implement FPPE Maintenance Program
5. Enhance budget to support advanced cleaning and maintenance program
6. Identify vendor for advanced cleaning and maintenance program
7. Enhance budget to support replacement needs

Timeline / Personnel Responsible:

1. Analyze current FPPE conditions and assess needs (FY 2012 3rd Quarter)
 - ❖ Battalion Chief Heard
 - ❖ Battalion Chief Roberts
2. Institutionalize FPPE inspection program (FY 2013 3rd Quarter)
 - ❖ Battalion Chief Kevin Roberts
3. Implement FPPE maintenance program (FY 2014 2nd Quarter)
 - ❖ Captain David Head
4. Enhance budget to support FPPE replacement needs (FY 2012 1st Quarter)
 - ❖ Deputy Chief Slaughter
5. Ensure proper inventory and tracking to ensure FPPE inventory rotation (FY 2013 3rd Quarter)
 - ❖ Captain David Head
6. Identify vendor for advanced cleaning & maintenance program (FY 2014 2nd Quarter)
 - ❖ Captain David Head
7. Enhance budget to support cleaning & maintenance program (FY 2014 1st Quarter)
 - ❖ Deputy Chief Slaughter



Hydraulic Rescue Tool Replacement

Organizational Priority:

Emergency Preparedness and Response

Goal:

To replace aging extrication equipment (hydraulic reserve tools) with updated equipment to enable our members to provide more effective vehicle extrication and rescue services.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Deputy Chief Randall Slaughter

Action Items:

1. Procure and deploy first 4 units
2. Procure and deploy round 2 of replacement 5 units
3. Plan to procure additional 7 units for project completion
4. Long term upgrade and replacement strategy
5. Preventative maintenance program

Timeline / Personnel Responsible:

1. Phase One: (COMPLETE)
 - ❖ Deputy Randall Slaughter
2. Phase Two: 5 additional units (COMPLETE)
 - ❖ Deputy Randall Slaughter
3. Plan for remaining procurements (FY 2011 3rd Quarter) (COMPLETE)
 - ❖ Deputy Randall Slaughter
 - Procure 4 units (FY 2012 1st Quarter) (COMPLETE)
 - ❖ Deputy Randall Slaughter
 - Procure 3 units (FY 2013 1st Quarter)
 - ❖ Deputy Randall Slaughter
4. Long term replacement program (FY 2012 1st Quarter) (COMPLETE)
 - ❖ Deputy Randall Slaughter
5. Preventative maintenance program (FY 2013 2nd Quarter) (UPDATED TIMELINE)
 - ❖ Deputy Randall Slaughter



Rescue School

Organizational Priority:

Emergency Preparedness and Response; Professional Development

Goal:

Develop internal rescue school capable of providing the training needs for AFRD associated with our technical rescue and hazardous materials response mandates.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Assistant Chief Steven Woodworth

Action Items:

1. Identify course development team
2. Develop curriculum and lesson plans
3. Identify instructors
4. Develop method of compensation for instructors
5. Develop budget requirements
6. Develop training schedule
7. Identify needed training materials, aides, and props
8. Identify Location
9. Initiate school

Timeline / Personnel Responsible:

1. ID course development team (FY 2012 3rd Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Simmons
2. Develop curriculum & lesson plans (FY 2012 3rd Quarter) (UPDATED TIMELINE)
 - ❖ Section Chief Shinkle
3. Identify instructors (FY 2012 3rd Quarter) (COMPLETE)
 - ❖ Section Chief Shinkle
4. Develop method of compensation for instructors FY 2012 1st Quarter) (COMPLETE)
 - ❖ Deputy Chief Wessels/ Assistant Chief Simmons
5. Develop budget requirements (FY 2012 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
6. Develop training schedule (FY 2012 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
7. Identify needed training materials, aides, & props (FY 2012 3rd Quarter)
 - ❖ Assistant Chief Steven Woodworth
8. Identify Location (FY 2013 1st Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
9. Initial school (FY 2012 4th Quarter.) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth



Swift Water Emergency Response Team

Organizational Priority:

Emergency Response Readiness & Professional Development

Goal:

Develop, train, and equip a team capable of handling flood & swift water rescue needs for the City of Atlanta. Train 24 members & ensure a minimum of 5 trained members on duty at any time.

Person Responsible:

Assistant Chief Steven Woodworth

Person Assigned:

Action Items:

1. Determine cost for training and equipment and solicit bids & quotes from vendors (procurement process)
2. Identify proper accounts for fund allocation
3. Complete IPR's for equipment
4. Procure Boat
5. Procure training
6. Identify members of team
7. Train members
8. Develop on-going training program
9. Develop response & deployment strategy
10. Identify base location

Timeline / Personnel Responsible:

1. Determine cost for training and equipment and solicit bids & quotes from vendors (procurement process) (FY 2011 2nd Quarter) (COMPLETE)
 - ❖ Deputy Chief Wessels
2. Identify proper accounts for fund allocation ((FY 2011 2nd Quarter) (COMPLETE)
 - ❖ Ms. Ingrid Carries
3. Complete IPR's for equipment (FY 2011 2nd Quarter) (COMPLETE)
4. Procure Boat (FY 2011 4th Quarter) (COMPLETE)
 - ❖ Ms. Catrese Lott
5. Procure training (FY 2011 3rd Quarter) (COMPLETE)
 - ❖ Ms. Catrese Lott
6. Identify members of team (FY 2011 2nd Quarter) (COMPLETE)
 - ❖ Battalion Chief Antonio Webb
 - ❖ Captain Anthony Dobson
7. Train members (FY 2012 4th Quarter) (UPDATED TIMELINE)
 - ❖ Captain Anthony Dobson
8. Develop on-going training program (FY 2013 2nd Quarter) (UPDATED TIMELINE)
 - ❖ Captain Anthony Dobson
9. Develop response & deployment strategy (FY 2013 1st Quarter) (UPDATED TIMELINE)
 - ❖ Captain Anthony Dobson
10. Identify base location (FY 2011 3rd Quarter) (COMPLETE)
 - ❖ Deputy Chief Chris Wessels



High-Rise Structural Fire Response Initiative

Organizational Priority:

Emergency Preparedness and Response

Goal:

Ensure that all members of Atlanta Fire Rescue are equipped and trained to properly mitigate structural fires in high-rise structures. Additionally, provide clear strategic direction for high-rise firefighting procedures via an updated High-Rise Structural Firefighting Response SOP.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Battalion Chief Todd Edwards & Captain Derek Harris

Action Items:

1. Review and revise current high-rise structural fire SOG and substantive document, convert SOG to SOP format.
2. Determine appropriate hose line and nozzle selection for high-rise firefighting.
3. Determine necessary tools and appliances to properly outfit a high-rise pack.
4. Update the high-rise response matrix.
5. Identify engine companies for issuance of high pressure 3” supply hose.
6. Develop SOP for high-rise water supply.
7. Develop and implement a department-wide high-rise training initiative.
8. Procure and distribute equipment for high-rise packs on engine companies

Timeline / Personnel Responsible:

1. Review and revise current high-rise structural fire SOG and substantive document, convert SOG to SOP format (FY 2013 1st Quarter)
 - ❖ Battalion Chief Todd Edwards
 - ❖ Deputy Chief Randall Slaughter
2. Update high-rise response matrix and implement in CAD (FY 2013 1st Quarter)
 - ❖ Captain Darrel Mason
3. Initiate high-rise attack hose and nozzle field trials (FY 2012 4th Quarter)
 - ❖ Captain Derek Harris
4. Analyze and determine the necessary make-up for high-rise pack (FY 2013 1st Quarter)
 - ❖ Captain Derek Harris
5. Deploy high-pressure 3” supply line (FY 2013 2nd Quarter)
 - ❖ Captain Derek Harris
6. Develop high-rise training curriculum (FY 2012 4th Quarter)
 - ❖ Deputy Chief Randall Slaughter
 - ❖ Battalion Chief Todd Edwards
7. Implement High-Rise Training (FY 2013 2nd Quarter)
 - ❖ Section Chief Greg Shinkle
8. Procure and Distribute Equipment for High Rise Packs on Engine Companies. (FY 2013 3rd Quarter)
 - ❖ Captain David Head
 - ❖ Sergeant Earl Powell



Battalion Audit Program

Organizational Priority:

Emergency Response Readiness

Goal:

Ensure that all members of Atlanta Fire Rescue conduct business and activities to maximize on professionalism and readiness

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Assistant Chief William Collier

Action Items:

- ❖ Implement Battalion Audit Program
- ❖ Provide progress reports for battalion audit program
- ❖ Track progress of battalion audit program
- ❖ Provide feedback in reference to audit findings

Timeline / Personnel Responsible:

1. Implement Battalion Audit Program (FY 2012 3rd Quarter)
 - ❖ Shift Commander
2. Provide Progress Reports for BAP (Quarterly beginning FY 2012 4th Quarter)
 - ❖ Shift Commander
3. Progress Tracking (Quarterly beginning FY 2012 4th Quarter)
 - ❖ Shift commanders (FY 2013 1st Quarter)
4. BAP Feedback Mechanize
 - ❖ Shift Commander



Tactron Command Centers

Organizational Priority:

Emergency Preparedness and Response

Goal:

To enhance AFRD Incident Management System.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Assistant Chief Bernard Coxton

Action Items:

1. Purchase Tactron Command Centers (TCC)
2. Develop training materials/components, NIMS overview & TCC
3. Develop PowerPoint Presentation
4. Provide all Battalion Chiefs with training
5. Battalion Chiefs' training all company officers, lieutenants, and members within each battalion

Timeline / Personnel Responsible:

1. Purchase Tactron Commander Centers (FY2012 4th Quarter Complete)
 - ❖ Assistant Chief Bernard Coxton
2. Develop training materials/components, NIMS overview & TCC (FY 2013 1st Quarter Complete)
 - ❖ Assistant Chief Bernard Coxton
3. Develop PowerPoint Presentation (FY2013 1st Quarter Complete)
 - ❖ Assistant Chief C Bernard Coxton
4. Provide Battalion Chiefs with training (FY2013 2nd Quarter)
 - ❖ Assistant Chief Bernard Coxton
5. Battalion Chiefs' training all company officers, lieutenants, and all members within each battalion (FY 2013 2nd Quarter)
 - ❖ Battalion Chiefs



Backing Policy

Organizational Priority:

Emergency Preparedness and Response

Goal:

To provide pertinent information to the safe backing of fire department vehicles and apparatuses. When followed these procedures will aide in the prevention and reduction of vehicle and apparatus accidents within AFRD.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Assistant Chief Bernard Coxton

Action Items:

1. Draft the policy for review
2. Develop PowerPoint Presentation
3. Conduct pilot for review
4. Provide all Battalion Chiefs with an overview of the policy
5. Battalion Chiefs shall ensure all members within each battalion are trained on the policy
6. Company Officers shall conduct policy review

Timeline / Personnel Responsible:

- Draft the policy for review (complete)
 - ❖ Assistant Chief Bernard Coxton
2. Develop PowerPoint Presentation (complete)
 - ❖ Assistant Chief Bernard Coxton
3. Conduct pilot for review (complete)
 - ❖ Assistant Chief Bernard Coxton
5. Conduct Battalion Chiefs overview (FY2013 2nd Quarter)
 - ❖ Assistant Chief Bernard Coxton
6. Company Officers conduct policy review (FY2013 2nd Quarters)
 - ❖ Company Officers



Air Monitoring Program

Organizational Priority:

Emergency Preparedness and Response; Professional Development

Goal:

To develop an internal air monitoring program capable of detecting, qualifying and quantifying toxic industrial chemicals, volatile organic compounds, radiological materials and chemical warfare agents.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Assistant Chief Steven Woodworth

Action Items:

- ❖ Identify course development team
- ❖ Develop curriculum and lesson plans
- ❖ Identify instructors
- ❖ Develop budget requirements
- ❖ Develop training schedule
- ❖ Identify needed training materials, aides, and props
- ❖ Initiate school

Timeline / Personnel Responsible:

1. ID course development team (FY 2013 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
2. Develop curriculum & lesson plans (FY 2012 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
3. Identify instructors (FY 2012 4th Quarter) (COMPLETE)
 - ❖ Assistant Chief Steven Woodworth
4. Develop budget requirements (FY 2012 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
5. Develop training schedule (FY 2012 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
6. Identify needed training materials, aides, & props (FY 2011 3rd Quarter)
 - ❖ Assistant Chief Steven Woodworth
7. Initial school (FY 2012 4th Quarter.) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth



Haz-Mat Rescue School

Organizational Priority:

Develop, implement and maintain a program which will train members of the department and command officers to the awareness level of Hazardous Materials, train members of Special Operations to the Operations, Technician and Specialist level.

Goal:

To implement a tiered training system capable of Training, Documenting and Evaluating (on an annual basis) the awareness level training for all members of the department. Tier II shall include training and competency for Core Level training (as described by OSHA 1910.120 and NFPA 471, 472 & 473). Tier III shall involve training and competency for Specialist level training in specific disciplines.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Assistant Chief Steven Woodworth

Action Items:

- ❖ Tier I Haz Mat Awareness (FY 2013 3rd Quarter) (UPDATED TIMELINE)
 - Hazard Recognition
 - First Due company operations
 - Support functions
 - *CPC*

- ❖ II Haz Mat Technician Training (FY 2013 3rd Quarter) (UPDATED TIMELINE)
 - Chemical/Physical Properties
 - *CPC*
 - Air Monitoring
 - *Radiological Monitoring*
 - Decontamination strategies
 - Rebreather units

- ❖ Tier III Specialist Level training (FY 2013 4th Quarter) (UPDATED TIMELINE)
 - Chemistry of HM
 - Air Monitoring and Sampling/*Evidence collection*
 - Strategies and Tactics
 - WMD Response

Drills:

Develop monthly drills to maintain and evaluate individual and company competency. Mutual aid partners shall be included in drills on a quarterly basis.



Timeline / Personnel Responsible:

- ❖ Tier I Haz Mat Awareness (FY 2013 3rd Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
 - Hazard Recognition
 - First Due company operations
 - Support functions
 - *CPC*

- ❖ II Haz Mat Technician Training (FY 2013 3rd Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
 - Chemical/Physical Properties
 - *CPC*
 - Air Monitoring
 - *Radiological Monitoring*
 - Decontamination strategies
 - Rebreather units

- ❖ Tier III Specialist Level training (FY 2013 4th Quarter) (UPDATED TIMELINE)
 - ❖ Assistant Chief Steven Woodworth
 - Chemistry of HM
 - Air Monitoring and Sampling/*Evidence collection*
 - Strategies and Tactics
 - WMD Response



Develop Clinical Outreach

Organizational Priority:

Customer Service Programs

Goal:

To expand service delivery, by providing seasonal inoculations partnering with the local community health department.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy

Action Items:

1. Meet with community health department to determine the feasibility of the concept
2. Identify the limitations of AFRD & County Health Dept.
3. Identify logistical concerns
4. Create a Memorandum of Understanding (MOU) with community health department
5. Create a policy

Timeline/Personnel Responsible:

1. Meet with community health department to determine the feasibility of the concept: (end of 2nd Quarter FY 13)
 - ❖ Section Chief Byron Kennedy
2. Identify AFRD's & County Health Dept.'s limitations: (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
3. Identify logistical concerns: (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy / Deputy Randall Slaughter
4. Create a Memorandum of Understanding (MOU) with community health department (end of 3rd Quarter FY 13)
 - ❖ Section Chief Byron Kennedy
5. Create a policy (end of 3rd Quarter FY 13)
 - ❖ Section Chief Byron Kennedy



Enhance EMS Provider Credentialing

Organizational Priority:

Emergency Preparedness and Response

Goal:

To create and implement a thorough credentialing program that ensures AFRD advanced life support (ALS) providers are proficient in their knowledge, skills, and abilities.

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy / Section Chief Antonio Webb / EMS Instructor William Jucks

Action Items:

1. Identify standardized ALS objectives
2. Establish credentialing standard and policy
3. Create credentialing study criteria
4. Schedule providers to attend credentialing process
5. Evaluate all ALS providers
6. Evaluate all ALS providers

Timeline / Personnel Responsible:

1. Identify standardized ALS objectives: (4th Quarter / FY12)
 - ❖ Chief Kennedy / Chief Webb / EMS Instructor Jucks
2. Establish credentialing standard and policy: (3rd Quarter / FY13)
 - ❖ Chief Kennedy / Chief Webb / EMS Instructor Jucks
3. Create credentialing study criteria: (3rd Quarter / FY13)
 - ❖ Chief Kennedy / Chief Webb / EMS Instructor Jucks
4. Schedule providers to attend credentialing process: (3rd Quarter / FY13)
 - ❖ Chief Kennedy / Chief Webb / EMS Instructor Jucks
5. Conduct ALS credentialing (3rd Quarter / FY13)
 - ❖ Chief Kennedy / Chief Webb / EMS Instructor Jucks
6. Evaluate all ALS providers: (4th Quarter / FY13)
 - ❖ Chief Kennedy / Chief Webb / EMS Instructor Jucks



Enhance Special Events Services

Organizational Priority:

Customer Service Programs

Goal:

To ensure that all special events held within the City of Atlanta that requires a permit receive proper EMS approval and/or AFRD EMS coverage.

Person Responsible:

Deputy Chief Wilmond Meadows

Person Assigned:

Section Chief Byron Kennedy / April Thacker

Action Items:

1. Expand bike team members
2. Enhance AFRD EMS coverage at ALL special events
3. Create an Ordinance that mandates AFRD EMS coverage during events
4. Develop a schedule of expenses for cost recovery
5. Market AFRD EMS medical services: ambulance, bike team, EMS teams
6. Manage film requests for AFRD participants, EMS and apparatus requests
7. Identify and manage cost recovery for external services

Timeline / Personnel Responsible:

1. Expand bike team: (end of 4th Quarter / FY12)
 - ❖ Chief Byron Kennedy / April Thacker
2. Enhance AFRD EMS coverage: (end of 4th Quarter / FY12)
 - ❖ Chief Byron Kennedy / April Thacker
3. Create Ordinance for EMS coverage: (end of 2nd Quarter / FY13)
 - ❖ Chief Byron Kennedy / April Thacker
4. Develop cost recovery schedule: (end of 1st Quarter / FY13)
 - ❖ Chief Byron Kennedy / April Thacker
5. Market medical services: (end of 4th Quarter/FY13)
 - ❖ Chief Byron Kennedy/April Thacker
6. Manage film requests: (end of 4th Quarter/FY13)
 - ❖ Chief Byron Kennedy/April Thacker
7. Cost recovery management: (end of 4th Quarter/FY13)
 - ❖ April Thacker



Enhance EMS Program and ACLS/BCLS Standard of Coverage

Organizational Priority:

Emergency Preparedness and Response

Goal:

To create and implement initiatives that enhances emergency medical services and ACLS/BCLS Standard of Response Coverage (SORC).

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy

Action Items:

1. Develop and implement pilot Quick Intervention Crew (QIC) units
2. Establish operational guidelines and standard of coverage
3. Revise response codes with E911 Center
4. Conduct call analysis on BLS/ALS program

Timeline / Personnel Responsible:

1. Develop and implement pilot QIC units: (3rd Quarter / FY12)
 - ❖ Chief Kennedy / Chief Meadows
2. Establish operational guidelines and standard of coverage: (3rd Quarter / FY13)
 - ❖ Chief Kennedy / Chief May / EMS Instructor Jucks
3. Revise response codes with E911 Center: (2nd Quarter / FY12)
 - ❖ Chief Kennedy / Chief May / EMS Instructor Jucks
4. Conduct call analysis on BLS/ALS program: (2nd Quarter / FY13)
 - ❖ Chief Kennedy / Chief May



Enhance EMS Program and ACLS/BCLS Standard of Coverage

Organizational Priority:

Emergency Preparedness and Response

Goal:

To research, develop, and implement initiatives that enhance the opportunity for the Return of Spontaneous Circulation (ROSC) following sudden cardiac arrest

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy

Action Items:

1. Research feasible practices / devices that may enhance efforts of CPR
2. Locate grant / partnership opportunities to assist with procurement of devices
3. Apply for any grant opportunities
4. Create relevant SOP
5. Develop standardized training module for usage of device
6. Develop Tracking-Forms
7. Initiate department-wide familiarization training
8. Implement

Timeline/Personnel Responsible:

1. Research practices/devices: (end of 1st Quarter/FY13)
 - Section Chief Byron Kennedy
2. Locate grants / partnerships: (end of 1st Quarter/FY13)
 - Section Chief Byron Kennedy
3. Apply for grant / Initiate partnership: (end of 2nd Quarter 2013)
 - Section Chief Byron Kennedy
4. Create Policy (end of 3rd Quarter FY13)
 - Section Chief Byron Kennedy
5. Develop training module (end of 3rd Quarter FY 13)
 - Section Chief Byron Kennedy
6. Develop tracing forms (end of 3rd Quarter FY 13)
 - Section Chief Byron Kennedy
7. Initiate familiarization training (end of 3rd Quarter FY 13)
 - Section Chief Byron Kennedy
8. Initiative implementation (beginning of 4th Quarter FY13)
 - Section Chief Byron Kennedy

Star of Life Program



Organizational Priority:

Customer Service Programs

Goal:

To develop and implement a program that recognizes outstanding and exceptional performance of AFRD's medical providers

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy

Action Items:

1. Research artwork for program's logo
2. Propose Final Draft of the artwork
3. Create a guideline policy for the program
4. Research Decals / Certificates / Pins / Medals
5. Procure award items
6. Implement

Timeline/Personnel Responsible:

1. Research artwork: (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
2. Final Draft of Logo: (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
3. Create Policy: (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
4. Research award items (end of 3rd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
5. Procure award items (end of 3rd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
6. Implement Program (end of 3rd Quarter FY13)
 - ❖ Section Chief Byron Kennedy



Organizational Priority:

Emergency Preparedness and Response

Goal:

To research the benefit of advanced airway devices that enhances visibility of endotracheal intubations of paramedic providers

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy

Action Items:

1. Research devices that will enhance endotracheal intubations
2. Identify the most beneficial and feasible product
3. Seek grant opportunities to assist in procurement
4. Apply for grant
5. Procure product
6. Train ALS providers
7. Distribute to ALS units

Timeline/Personnel Responsible:

1. Research devices: (end of 1st Quarter FY13)
 - ❖ Section Chief Byron Kennedy
2. Identify product: (end of 1st Quarter FY13)
 - ❖ Section Chief Byron Kennedy
3. Seek grant: (end of 1st Quarter FY13)
 - ❖ Section Chief Byron Kennedy
4. Apply for grant (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
5. Procure product (end of 4th Quarter FY13)
 - ❖ Section Chief Byron Kennedy
6. Train ALS providers (end of 4th Quarter FY13)
 - ❖ Section Chief Byron Kennedy
7. Distribute to ALS units (end of 4th Quarter FY13)
 - ❖ Section Chief Byron Kennedy



Communities Proactively Resuscitating Atlanta (CPR-Atlanta)

Organizational Priority:

Public Information, Education, and Relations

Goal:

To develop a community outreach program to teach “Hands-Only” community CPR

Person Responsible:

Deputy Chief Randall Slaughter

Person Assigned:

Section Chief Byron Kennedy

Action Items:

1. Research information on grant opportunities
2. Create name for the volunteer community CPR program
3. Write narrative and draft program’s concept
4. Submit grant for community CPR kits
5. Receive grant feedback
6. Recruit firefighters/CPR instructors
7. Build community/corporate partnerships for program
8. Confirm dates/times for CPR Saturdays
9. Execute marketing strategy
10. Implement CPR Atlanta

Timeline/Personnel Responsible:

1. Research grant opportunities: (end of 1st Quarter FY13)
 - ❖ Section Chief Byron Kennedy
2. Create name: (end of 1st Quarter FY13)
 - ❖ Section Chief Byron Kennedy
3. Draft narrative for grant: (end of 1st Quarter FY13)
 - ❖ Section Chief Byron Kennedy
4. Submit grant: (end of 1st Quarter FY13)
 - ❖ Amy Phuong – Mayor’s Office
5. Receive grant feedback (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
6. Recruit firefighter CPR instructors (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
7. Partnerships (end of 2nd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
8. Confirm primary calendar (end of 3rd Quarter FY13)
 - ❖ Section Chief Byron Kennedy
9. Market program(end of 3rd Quarter FY13)
 - ❖ Captain-PIO Marian McDaniel
10. Implement CPR Atlanta(beginning of 4th Quarter FY13)
 - ❖ Section Chief Byron Kennedy





Airport Operations

Joel G. Baker
Deputy Chief of Airport
Operations



Target Hazard Identification/Preplanning

Organizational Priority:

Emergency Preparedness

Goal:

To identify low/medium/high target hazard and ensure emergency planning to that will enhance AFRD readiness.

Person Responsible:

Deputy Chief Joel G. Baker

Person Assigned:

Battalion Chief Cameron Dixon / Firefighter Craig Dowdell

Action Items:

1. Conduct a risk assessment, threat assessment and vulnerability assessment.
2. Collect information buildings, population density, and topography.
3. Analysis of Information.
4. Integrate findings into Field Operations, Emergency Preparedness Plans, Training and Member Development.

Timeline/Personnel Responsible:

1. Conduct a risk assessment, threat assessment and vulnerability assessment (end of 4th Quarter)
 - ❖ Battalion Chief Dixon/Firefighter Craig Dowdell
2. Collect information buildings, population density, topography (end of 4th Quarter)
 - ❖ Battalion Chief Dixon/Firefighter Craig Dowdell
3. Analysis of Information (end of 3rd Quarter)
 - ❖ Battalion Chief Dixon/Firefighter Craig Dowdell (end of 4th Quarter)
4. Integrate findings into Airport Operations, Emergency Preparedness Plans, Training and Member Development (end of 4th Quarter)
 - ❖ Battalion Chief Dixon/Firefighter Craig Dowdell



Improving Service Delivery Strategy for EMS at HJAIA

Organizational Priority:

Emergency Preparedness and Response

Goal:

To improve the EMS model for providing services consistently to the HJAIA community.

Person Responsible:

Deputy Chief Joel G. Baker

Person(s) Assigned:

Assistant Chief Rod Smith and Section Chief Antonio Webb

Action Items:

1. Evaluate current response model.
2. Identify present obstacles for improvement.
3. Identify changes needed to current system.
4. Develop new strategy for implementation.

Timeline/Personnel Responsible:

1. Evaluate current response model
 - ❖ Assistant Chief Smith, Section Chief Webb, Dr. Waterman, EMS Captains (end of 3rd Quarter FY13)
2. Identify present obstacles for improvement
 - ❖ Assistant Chief Smith, Section Chief Webb, Dr. Waterman, EMS Captains (end of 3rd Quarter FY13)
3. Identify changes needed to current system
 - ❖ Assistant Chief Smith, Section Chief Webb, Dr. Waterman, EMS Captains (end of 3rd Quarter FY13)
4. Develop new strategy for implementation
 - ❖ Assistant Chief Smith, Section Chief Webb, Dr. Waterman, EMS Captains (end of 3rd Quarter FY13)



Reorganization of Bike Team Services(s)

Organizational Priority:

Emergency Preparedness and Response

Goal:

To establish a bike team staffed with capable and qualified individuals to assist with providing quality EMS service with the HJAIA concourses.

Person Responsible:

Deputy Chief Joel G. Baker

Person Assigned:

Assistant Chief Rod Smith, Section Chief Antonio Webb, Captain Chris Collins, Captain Ezra Robinson, and Captain Charles Britton

Action Items:

1. Establish policy to govern all bike team functions and actions.
2. Establish response zones for bike teams.
3. Implement use in concourses as dedicated response.

Timeline/Personnel Responsible:

1. Establish policy to govern all bike team functions and actions.
 - ❖ Assistant Chief Smith, Section Chief Webb, Captain Collins, Captain Robinson, and Captain Britton (end of 4th Quarter FY13)
2. Establish response zones for bike teams.
 - ❖ Assistant Chief Smith, Section Chief Webb, Captain Collins, Captain Robinson, and Captain Britton (end of 4th Quarter FY13)
3. Implement use in concourses as dedicated response.
 - ❖ Assistant Chief Smith, Section Chief Webb, Captain Collins, Captain Robinson, and Captain Britton (end of 4th Quarter FY13)



Practical Training Hours for Airport Operations Personnel/Field Operations Rotation

Organizational Priority:

Professional Development

Goal:

To provide practical level experiences to augment the maintenance of State Firefighter Certifications.

Person Responsible:

Deputy Chief Joel G. Baker

Persons(s) Assigned:

Assistant Chief Rod Smith, Battalion Chief Cameron Dixon, and Battalion Chief James Peal

Action Items:

1. Develop criteria for field operations training.
2. Develop annual rotation schedule.
3. Implementation of schedule.

Timeline/Personnel Responsible:

1. Develop criteria for field operations training.
 - ❖ Battalion Chief Dixon and Battalion Chief Peal (end of 2nd Quarter FY13)
2. Develop annual rotation schedule.
 - ❖ Battalion Chief Dixon and Battalion Chief Peal (end of 2nd Quarter FY13)
3. Implementation of schedule.
 - ❖ Battalion Chief Dixon and Battalion Chief Peal (end of 2nd Quarter FY13)



Mobile Data Terminal Installation

Organizational Priority:

Facilities, Equipment, Supplies, and Technology

Goal:

To install and implement the usage of Mobile Data Units to enhance response and capturing of data.

Person Responsible:

Deputy Chief Joel G. Baker

Person(s) Assigned:

Assistant Chief Rod Smith

Action Items:

1. Develop timeline.
2. Installation of hardware.
3. Configuration of units.
4. Training of staff members.
5. Implementation of Mobile Data Units.

Timeline/Personnel Responsible:

1. Develop timeline.
 - ❖ Assistant Chief Smith (end of 2nd Quarter FY13)
2. Installation of hardware.
 - ❖ Assistant Chief Smith (end of 2nd Quarter FY13)
3. Configuration of units.
 - ❖ Assistant Chief Smith (end of 3rd Quarter FY13)
4. Training of staff members.
 - ❖ Assistant Chief Smith (end of 4th Quarter FY13)
5. Implementation of Mobile Data Units.
 - ❖ Assistant Chief Smith (end of 4th Quarter FY13)



Hazardous Materials Technician Training for HJAIA Fire Personnel

Organizational Priority:

Emergency Preparedness and Response

Goal:

To train all personnel assigned to HJAIA to the hazardous materials technician level for hazardous materials response.

Person Responsible:

Deputy Chief Joel G. Baker

Person(s) Assigned:

Assistant Chief Rod Smith and Section Chief Greg Shinkle

Action Items:

1. Identify members not trained to hazardous materials technician level.
2. Develop timeline to complete hazardous materials technician training/certifications.
3. Implementation of training.

Timeline/Personnel Responsible:

1. Identify members not trained to hazardous materials technician level.
 - ❖ Section Chief Shinkle (end of 3rd Quarter FY13)
2. Develop timeline to complete hazardous materials technician training/certifications.
 - ❖ Section Chief Shinkle (end of 3rd Quarter FY13)
3. Implementation of training.
 - ❖ Section Chief Shinkle (end of 3rd Quarter FY13)



Operational Initiatives Accomplished

2011

Offices of the Fire Chief

- ❖ Apparatus Location/Relocation Study
- ❖ Awards and Recognition
- ❖ Hosted 2 Emergency Preparedness Institutes
- ❖ Hosted 1 Citizens Fire Academy and Graduation

Support Services

- ❖ Reassignment Cycle and Policy for Members

Field Operations

- ❖ Fire Station 11
- ❖ Standing Policy Review and Implementation Workgroup

Airport Operations

- ❖ Upgrade Hazardous Materials Response Capability

2012

Support Services

- ❖ Reassignment Cycle and Policy for Members

Field Operations

- ❖ Fire Station 11
- ❖ Fully Develop Standards of Response Coverage (SORC)
- ❖ EMS Records Management

