# ATLANTA FIRE RESCUE DEPARTMENT

# STRATEGIC PLAN

## FY2013 – FY2017

### VERSION 2.0 – All Hazardous

### 2nd Edition

# TABLE OF CONTENTS

**Message from the Fire Chief** ..... 2
**Introduction** ..... 3
**Vision** ..... 3
**Mission** ..... 3
**Philosophy** ..... 4
**Core Values** ..... 5
**Environmental Scan** ..... 5
**FY2013 – 2017 Strategic Initiatives** ..... 10
**Strategic Initiative 1** ..... 11
**Strategic Initiative 2** ..... 15
**Strategic Initiative 3** ..... 18
**Strategic Initiative 4** ..... 22
**Strategic Initiative 5** ..... 25
**Strategic Initiative 6** ..... 28
**Strategic Initiative 7** ..... 33
**Strategic Initiative 8** ..... 36
**Strategic Initiative 9** ..... 39
**Strategic Initiative 10** ..... 42
**Strategic Initiative 11** ..... 46
**Appendix** ..... 51

## 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 are proud to present the FY 2013 – FY 2017 Atlanta Fire Rescue Strategic Plan Version 2.0—All Hazards Edition.

This Strategic Plan is comprised of ten strategic initiatives that embody many environmental factors and influences. Premised and aligned with Mayor Kasim Reed's five strategic priorities- Public Safety, Financial Health, Economic Growth, Youth Development and Cultural Excellence- for the City of Atlanta, these ten initiatives have been thoughtfully established to enhance the service levels commensurate with all hazards within the jurisdictional scope and authority of the Atlanta Fire Rescue Department as defined in the City of Atlanta Charter and Code of Ordinances.

To assure an all-encompassing approach throughout the Strategic Plan development, a participative and deliberately engaging process was developed and utilized to assure input and inclusions of each of the fire service divisions of labor, all ranks, and both sworn and civilian personnel. The Atlanta Fire Rescue Doctrine, also developed by AFRD personnel, provided the guidance and disciplines essential to this inclusive and complex process by focusing on our organizational vision, mission, core values and organizational priorities. A summary of the AFRD Doctrine is provided as an introduction to the strategic initiatives contained herein.

Methodically researched, each initiative is the product of an all-hazards community risk assessment which revealed gaps in departmental capabilities and the impacts of those gaps in providing services to our citizens, employees and other stakeholders. In addition, an environmental scan was conducted to assess industry and global trends in fire, EMS, rescue and homeland security services. Conclusively, we have achieved a plan which accurately forecasts the needs of the department for the next five years.

Implementation of these strategic initiatives, all of which are grounded in Mayor Reed's number one priority- Public Safety, would provide a safer city by: enhancing firefighting services; strengthening emergency medical capabilities; increasing special operations and hazardous materials response capabilities; improving facilities, fleet and working conditions; and lastly, enhancing firefighters' health and wellness. Consequently, these achievements would culminate in reducing losses of life, property and harm to the environment while providing a safe and wholesome atmosphere for AFRD personnel to grow and thrive, both personally and professionally.

Although we are confident that this Strategic Plan, in its entirety, will someday come to fruition, we recognize the financial challenges currently facing our City and were consistently mindful of any and all foreseeable fiscal impacts and implications when querying data and compiling costs projections. Currently, most of the Plan's components are unfunded; however, a fiscally responsible and well-communicated strategic plan positions AFRD and the City of Atlanta in position to maximize unanticipated financial gains and to more accurately plan for unfunded needs. Support from the Mayor and Council is essential to our effectiveness in financial planning and implementing this Strategic Plan.

# INTRODUCTION

## FY 2013 – 2017 Strategic Plan
## For Atlanta Fire Rescue Department

This document, developed by the Atlanta Fire Rescue Department (AFRD), encompasses our Vision, our Mission, our Values and their influences on our organizational goals, objectives and our strategic plan. This is the first comprehensive Strategic Plan which has been completed by the Atlanta Fire Rescue Department since 1998 – 2003 Five Year Plan. The initial Strategic Planning Team consisted of 30 sworn and civilian members throughout the department across all divisions of labors, including ranks from firefighter to chief officers.

# 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."***

Our vision statement is the focal point of the department.

# MISSION

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

Our mission statement is our roadmap. We exist as an organization to serve 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 and a Culture of Excellence, the Atlanta Fire Rescue Department is organized to provide the community with the resources necessary to meet their needs at the highest level of proficiency and attainable quality. Responsive, quality, public safety services provided by committed AFRD personnel build community equity and determines the trust stakeholders have 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 maintain our involvement with our stakeholders by continuously establishing, nurturing and maintaining strong relationships through meaningful interaction well beyond emergency response. We listen to their needs and continuously develop a reputation for 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, continual efforts 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 means 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 **competence**, 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 loyalty and 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 Initiative

Public approval and support remains high for AFRD. This being evident in a recent 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 recent City of Atlanta Citizen Satisfaction Survey indicated that some citizens are not sure about the City's readiness for natural disaster or terrorism (38%). To bolster confidence, AFRD will place greater emphasis on shared responsibility, collaboration, coordination and decision making between Department of Homeland Security, FEMA and with U.S. Fire Administration for prevention, preparedness, response, and recovery. As a part of emergency preparedness, AFRD will play a greater role in citizen awareness and public education to enhance 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 local community's life safety strategies. 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 of a recent assessment, the current task force stations are overwhelmed and cannot adequately meet the potential 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 recent increase in the attrition rate and the expected continual increase over the next several years, AFRD will be impacted substantially as much of our industry expertise will retire with those members. Similarly, a growing shortage of qualified personnel applying for and subsequently being selected to fill vacant positions continues to impact our staffing base. Having a limited staffing level directly and adversely impacts our training capabilities; both for State mandated and Departmentally required training, as well as optional, professional development-based training. Incidentally, there will be an ongoing need to evaluate current processes so that a minimal loss of industry expertise and experience would be incurred with each retirement.

## Line of Duty Deaths and Injuries

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

## 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 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 State and City funding is expected to decrease, there is an increasing interest in analyzing the impact of federal fire grants on local fire departments' capabilities to protect life, property and the environment. AFRD will seek and maintain 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. 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.

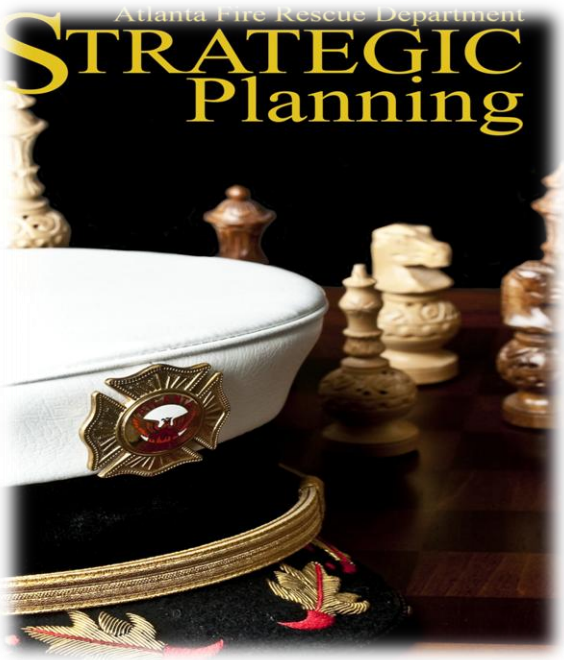
To assure that we accomplish our Vision and Mission, the strategic approach includes:

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. Our fundamental purpose of these initiatives is to add value services while maximizing existing resources for the benefit of our stakeholders.

# STRATEGIC INITIATIVES
# FY2013 – FY2017

1. **Conduct Facility Renovations and Replacement**
2. **Systematize Fire Apparatus and Fleet Replacement**
3. **Enhance AFRD Training Delivery**
4. **Ensure Competitive Salaries**
5. **Re-Institute 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 Strategic Plan may someday come to fruition. We recognize the financial challenges currently facing our City and we were consistently mindful of any and all foreseeable fiscal impacts and implications when querying data and compiling costs projections. Currently, most of the Plan's components are unfunded; however, a fiscally responsible and well-communicated strategic plan positions AFRD and the City of Atlanta in position to maximize unanticipated financial gains and to more accurately plan for unfunded needs. Support from the Mayor and Council is essential to our effectiveness in financial planning and 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 facilities conditions for Fire Services in the City of Atlanta by 2016.

***"Nearly every response begins at the station, making it the critical first step in any incident".***

### Historical Narrative

Although the Atlanta Fire Rescue Department has constructed five new and replacement fire stations in the last fifteen years, our remaining inventory includes fourteen stations that are beyond their designed life-cycle. While the existing stock of stations has had minor renovations and repairs during this time, there have been no major renovations to these aging facilities. Both historically and currently, AFRD has lacked the capital funds necessary to maintain a replacement and renovation schedule to keep pace with its aging facilities. AFRD's Training Academy has occupied inadequate, temporary facilities leased from Atlanta Public Schools

since 1990. In 2009, AFRD occupied a new Administrative Headquarters and Support Services Annex.

## 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 inadequate schematically 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

## Recommendations & Impact

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 inadequate schematically 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

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 new facilities necessary to improve training, response coverage and ISO ratings.

In doing this, one must recognize the fiscal impact and implications on staffing and incidentally additional fleet requirements, holding that any increase in services rendering a need for additional stations 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, increase stakeholder pride in their neighborhood stations, increase the morale of station personnel, and enhance operational efficiency, 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
4. Citizen Satisfaction Rate

**Time Frame:** 5 years

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

| | Facilities | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | **Projected** |
| | **FY 2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **Total** |
| **New/Additional** | $42,500,000 | $10,600,000 | $8,400,000 | $5,500,000 | $6,000,000 | $73,000,000 |
| **Total** | **$42,500,000** | **$10,600,000** | **$8,400,000** | **$5,500,000** | **$6,000,000** | **$73,000,000** |
| **Description** | *Replace 20, 23 and 25; Renovate 1, 7 Replace Fire Training Academy.* | *Replace 30, 31, and 26; Renovate 8, 12* | *Add Kimberly Road and Princeton Lake; Renovate 21* | *Add Peachtree Battle; Renovate 2 and 16* | *Replace 27; Renovate 29, 38, 17* | |

| Facility Staffing | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | **Projected** |
| | **FY 2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **Total** |
| **New/ Additional** | $1,310,956.00 | $0 | $3,775,640 | $2,683,612 | $237,624 | $6,6696,876 |
| **Total** | **$1,310,956.00** | **$0** | **$3,775,640** | **$2,683,612** | **$237,624** | **$6,696,876** |
| **Description** | Staff Station 7: 3 captains, 3 Sergeants, 9 Firefighters | | Staff Kimberley Rd Station (single house 3 Captains, 3 Sergeants, 9 Firefighters totaling 15) & Princeton Lakes (Double house 3 Captains, 3 Lieutenants, 9 Sergeants, 17 Firefighters totaling 32) | Staff Peachtree Battle (Double house 3 Captains, 3 Lieutenants, 9 Sergeants, 17 Firefighters totaling 32) Retain costs including 3.5% annual increment for the FY 2014 members of Kimberley & Princeton Lakes | Represents the 3.5% annual increments proposed for other staffing levels in this package. | |

| | Facilities Apparatus | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/Additional | | | | | | |
| Total | $0 | $0 | $2,600,000 | $1,280,000 | $0 | $3,880,000 |
| Description | | | 2 engines: 1 for Princeton Lakes & 1 for Kimberley Road. 1 Aerial for Princeton Lakes. | 1 Engine & 1 Aerial for Peachtree Battle station. | | |

***Funding for this Initiative is pending authorization***

# STRATEGIC INITIATIVE

# - 2 -

## Fire Apparatus and Replacement

### Abstract

The purpose of the Fire Apparatus and Fleet replacement Strategic Planning Initiative is to establish a replacement schedule for engines, aerial apparatus, specialty apparatus (heavy duty trucks) and staff / support (light duty cars and trucks) vehicle fleet.

### 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. At the end of that two year period a staggered replacement cycle was not instituted. 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.

## Current State Assessment

Currently The Atlanta Fire Rescue Department maintains thirty-one engine companies and fourteen ladder truck companies (9 tractor drawn Aerials, 4 mid-ship-mounted Aerials, 1 tower Ladder) in frontline service available for all hazard responses. This frontline fleet is supported by thirty-nine specialty and reserve apparatus and the organization has eighty-two support staff vehicles to facilitate hazard training, preparedness and responses. Of the thirty-one engines, twenty-four will be ten years old in 2011. With their advancing age, the frontline fleet suffers from multiple break downs and the poor condition of the reserve fleet causes many service outages. The City of Atlanta, Office of Fleet Services provides a life cycle schedule recommending replacing frontline engines when they reach ten years old, and assigns them to five years in the reserve fleet, ultimately replacing them with new apparatus. Furthermore, nine of the fourteen frontline aerial apparatus (tractor drawn aerials) lack industry parts-supply and knowledge base due to the dissolution of the manufacturing company. Therefore, these nine apparatus are not dependable and need to be replaced.

## Recommendations & Impact

AFRD must develop and implement a staggered replacement plan based upon age for those engines 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 cycle on an annual basis beginning in FY2013, 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.

***"No team of Fire Officers or Firefighters can be expected to mitigate any incident that their Fire Apparatus is not safe or roadworthy enough to get them to".***

## 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. Member Satisfaction Rate
2. Citizen Satisfaction Rate
3. Percent of Fleet Beyond its Life Cycle

**Time Frame:** 5 years

**Costs**

| | Apparatus | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/Additional | | | | | | |
| Total | $8,160,000 | $4,680,000 | $4,728,000 | $3,932,000 | $4,240,000 | $25,740,000 |
| Description | 7 Engines, 5 Tractor Drawn Aerials (TDA's), 2 Specialty Vehicles-Squad and Foam | 5 Engines, 1 Aerial, 1 Specialty Vehicle-Decon | 5 Engines, 1 Aerial, Staff/Support vehicles | 4 Engines, 1 Specialty vehicle, Staff/Support vehicles | 4 Engines, 2 Aerials | |

**Funding for this Initiative is pending authorization**

# STRATEGIC INITIATIVE
# - 3 -

## Enhanced AFRD Training Delivery

### Abstract

The purpose of the Enhance AFRD Training Delivery Strategic Planning Initiative is to increase staffing for AFRD Fire Training Academy.

### 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.

The 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 that 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 are required to receive annual refresher training. In addition, all sworn personnel must be training 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

and incidentally increased responsibilities of the Training Academy. Also, to stay current with national guidelines outlined in National Fire Protection Association (NFPA) 1021 Standard for Fire Officer Professional

Qualifications, Appendix A, and the International Association of Fire Chief's - Officer Development Handbook, Appendix B, an initial phase of the professional development program was implemented for all AFRD sworn personnel. Currently, AFRD does not have a defined career development program that would support all personnel, neither sworn nor non-sworn. Due to the budget reductions in FY2009 which reduced personnel in Field Operations combined with the loss of ten Training Officers, the current staffing levels in the Training Academy and Field Operations are inadequate to meet the prescribed training levels.

## Current State Assessment

Currently the Training Academy provides Recruit training necessary for all incoming Atlanta Fire Rescue Department 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, more specifically, “train the trainer”. The Academy does not have the capability to develop and deliver this mandatory training to all sworn personnel.

During FY11, the Training Academy increased staffing levels, there are now four Fire Captains, eight Fire Lieutenants, one Fire Sergeant, and three EMS Instructors. We are planning to increase the staffing with the addition of one Fire Lieutenant and one Administrative Assistant in FY13; this will complete the current strategic initiative for enhancing training delivery. Not being fully staffed EMS in-service training is delivered by two methods: the traditional classroom style and computer based training. The mandatory refresher training for hazardous materials technician certification has been sporadic.

With the addition of all disciplines of Technical Rescue, the Academy does not have the capability to develop and deliver this training. Recently, the services have been contracted using private agencies. The Training Academy is developing an internal Rescue School, to accomplish this goal, the personnel required will be an additional Fire Captain and two Fire Lieutenants, and this will develop a more self-sustained model of competent personnel practicing these technical disciplines.

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.

Using national guidelines outlined in the National Fire Protection Association (NFPA) 1021 Standard for Fire Officer Professional Qualifications and the International Association of Fire Chief's – Officer Development Handbook, AFRD has also initiated the initial phase of a professional development program for all personnel as they progress in their careers. Although implemented, this initial phase of officer development has incurred limited delivery due those previous staff reductions and limited human resources.

## Recommendations & Impact

To accomplish all State-mandated and Departmentally-required training deliverables, there should be an increase of thirteen additional personnel to the Training Academy which should include: two Fire Captains, nine Fire Lieutenants, one Fire Sergeant, and one Administrative Assistant, Senior. These staffing increases will the Academy's ability to maintain a sufficient number of instructors capable of delivering the appropriate number of training hours to meet the all 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
4. Percent of Sworn personnel attrition

**Time Frame:** 5 years

**Cost (*** *Partial funding for this Initiative was authorized during FY 2011. Additional funding for this Initiative is pending authorization)*

| | Training Delivery | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/Additional | | | | | | |
| Total | $120,652 | $0 | $236,789 | $0 | $0 | $357,441 |
| Description | 1 Lieutenant ; and 1 Administrative Assistant, Sr. | | 1 Captain; and 2 Lieutenants for Special OPS training | | | |

# STRATEGIC INITIATIVE
# - 4 -

## Competitive Salaries

### Abstract

The purpose of the Competitive Salaries Strategic Planning Initiative is to compensate 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, invoked 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 of a 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 comparable
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 their regional counterparts.

.

## Current State Assessment

Atlanta Fire Rescue sworn salaries are comparatively below other departments with similar sizes and logistics. The near future 3.5% salary increase will have minimal impact on bringing sworn salaries up to comparable, competitive regional and national salary levels. This may result in decreased morale within the Department. The Department is also experiencing a reduction in certified paramedics and trained in hazardous materials technicians.

## Recommendations & Impact

Firefighters are required to maintain a high level of training and certifications for sworn positions throughout AFRD. Members should be compensated at a rate commensurate with national and regional standards enabling AFRD to recruit and retain highly qualified individuals that possess the knowledge, skills, and ability to uphold the required certifications. Additionally, retention of skilled members will enable us to maintain the requisite experienced member required to achieve our Mission.

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 a definitive 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
4. Member (Sworn) Satisfaction rate
5. High turnover in positions that required specialized certifications

**Time Frame:** 5 years

**Cost**

| | Reinstate Annual Salary Increments | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| **New/Additional** | | | | | | |
| **Total** | **$1,584,620** | **$1,640,085** | **$1,697,485** | **$1,756,897** | **$1,818,388** | **$8,497,475** |
| **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 | |
| *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.* | | | | | | |

| | Incentive Pay Expansion | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| **New/Additional** | | | | | | |
| **Total** | **$859,436** | **$118,000** | | | | **$977,436** |
| **Description** | Increase Chief Officer Pay; Provide for Incentive Steps for Hazardous Material, Special Operations | Specialized Certifications Pay | | | | |

***Funding for this Initiative is pending authorization***

# 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 2016.


### Historical Narrative

In 2005, the 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.

Because of 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 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 available. 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.

## Recommendations & Impact

To support the Health and Wellness Initiative, a dedicated Health and Safety Officer (HSO) must be provided in order to provide oversight for the implementation and continuation of this initiative. The introduction 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 manage such programs would also require the purchase of software that could record information needed to identify trends and establish a database for future queries. The training and development of twenty-five 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 denote success:

1. Percent of budget allocated for Wellness and Fitness
2. Member satisfaction rate
3. Number of in-Service injuries

**Time Frame:** 5 years

**Cost**

| | Wellness & Fitness | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| **New/Additional** | | | | | | |
| **Total** | **$537,093** | **$114,368** | **$142,923** | | | **$794,384** |
| **Description** | Add 1 Section Chief, 1 Paramedic Captain and 1 Administrative Assistant, Senior, 2 vehicles, 600 physicals/health evaluations, supplies, and train 25 Peer Fitness Trainers | Increase 400 physicals/health evaluations; Maintain all previous fiscal years items | Add 1 Paramedic Captain and 1 vehicle; Maintain all previous fiscal years items | | | |

***Funding for this Initiative is pending authorization***

# STRATEGIC INITIATIVE
# - 6 -

## Enhance Emergency Medical Services

### Abstract

The purpose of the Emergency Medical Services Strategic Planning Initiative is to enhance the level of Emergency Medical Services in the City of Atlanta by 2016.

### 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 responder 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 emergency medical services (EMS) unit inspections, patient care report quality assurance, scene management, managed rehabilitation 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 Captain functioning as medical supervisors per shift for the thirty-one stations.

2005 brought about the introduction of ten ALS engines located throughout the City of Atlanta. In 2006, the dedicated medical supervisor was reduced to a position that was filled as needed. Eventually, the Captains merged on to an engine or truck company and moved from equipment to equipment as needed. In 2008, AFRD closed an ALS station; subsequently ALS 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. There has not been any field-medical oversight since 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.

***"We are totally committed to providing quality EMS care which gives favorable outcomes to the citizens, visitors, and workers of the City of Atlanta."***

## Current State Assessment

Currently, AFRD has twenty-one basic life support (BLS) engines and ten advanced life support (ALS) engines. We are planning to increase the number of ALS engines to enhance our advanced response capability. We are planning to add two ALS engines in FY13 and three ALS engines in FY14. AFRD also has placed two medical supervisors in field operations for EMS on-scene medical oversight. Recently, AFRD has enhanced the EMS capabilities at City Hall by implementing a Paramedic based First-Aid station for all employees and visitors during the workday.

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 events throughout the City, especially during high peak traffic events.

AFRD has been working with Grady Memorial Hospital to develop a comprehensive medical response, seeing EMS response as a system; both agencies have been collaborating to increase the response effectiveness of the EMS "system". Currently, working with Grady, 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. Our goal is to place five Quick Response Vehicles, three in FY13 and two in FY14, 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 (HJAIA). To enhance this capability, an additional ALS Medic transport unit is being added in FY12, this will significantly increase AFRD's capability to maintain a seamless chain in EMS response.

## Recommendations & Impact

It is recommended that AFRD re-implement the dedicated field medical supervisor program to enhance the Federal/State compliance and delivery of EMS to the City of Atlanta. The Paramedic supervisors would be responsible for appropriate Unit Response Management and would be capable of serving as a rehabilitation resource and safety officer on working incidents, as needed, by the incident commander to support Operations, and monitor the appropriate response for both dispatched ALS and BLS units.

Additional recommendations as a means 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 in high call-volume to increase "in-service" time apparatus and thus increase ALS response coverage.

## Strategic Measures

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

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

**Time Frame:** 5 years

**Cost** *(Partial funding for this Initiative was authorized during FY 2011. Additional funding for this Initiative is pending authorization)*

| | Emergency Medical Services | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/Additional | | | | | | |
| Total | $300,000 | $190,000 | $0 | $0 | $0 | $490,000 |
| Description | *Add 3 Quick Intervention Crew (QIC) units, vehicles, supplies and equipment; *Upgrade 2 Engines to ALS status, supplies and equipment | *Add 2 Quick Intervention Crew (QIC) units, vehicles, supplies and equipment; *Upgrade 3 Engines to ALS status, supplies and equipment | | | | |

| Enhanced EMS (Staffing Component) | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/ Additional | | | | | | |
| Total | $1,426,000 | $930,000 | | | | $2,356,000 |
| Description | 23 Firefighters for EMS QIC | 15 firefighters for EMS QIC | | | | |

# 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.

***Our success will ultimately be measured by how well we prepare for, respond to and recover from: the unknowable, the unprecedented, and maybe the unthinkable." - Thomas P. Dunne***

## 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, Georgia.

Currently HSU is staffed with one firefighter who responds to incidents, plans Homeland Security/Domestic Preparedness Exercises, assists in CIKR planning, plans 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 deal with 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 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. "Citizen" Homeland Security Satisfaction rate
2. Average number of Homeland Security Response training hours per sworn members
3. Number of inter-agency training exercise

**Time Frame:** 2 years

## Cost

| | Emergency Preparedness and Homeland Security | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/Additional | | | | | | |
| Total | $240,053 | $207,704 | $94,162 | | | $541,919 |
| Description | Add 1 Section Chief, 1 Captain and 1 full-sized sedan | Add 2 lieutenants, and 2 Staff vehicles | 2 Sergeants, 2 staff vehicles | | | |

***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. personnel to accomplish its mission. It is essential for the 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 with had an immediate impact losing 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 all further hindering an already deficient workforce. The following administrative, support, and sworn positions were abolished:

- 120 - Sworn positions composed of: Chief Officers, Captains, Lieutenants, Sergeants, and Firefighters.
- 2 - Human Resources Specialists
- 1 - Education Specialist
- 1 - Audio Video Technician
- 2 - Human Resources Analysts
- 2 - Fire Inspectors
- 3 - Administrative Assistants

## Current State Assessment

The administrative functions of AFRD suffer daily and require members to assume multiple job responsibilities often times resulting in errors or inadequacies. Only one Human Resource Specialist performs all personnel actions for greater than one thousand employees resulting in approximately twenty-five hundred annual transactions. Also, we have three Payroll Specialists that are responsible for more than 26,500 payroll transactions per year. The staffing shortages in these administrative areas result in an increase in pay discrepancies and personnel transactions.

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 has to utilize sworn personnel to accomplish departmental objectives and perform duties to support mandatory activities which were historically assigned to non-sworn personnel. Incidentally, repurposing sworn members to civilian duties adversely impacts member safety and public safety.

## Recommendations & Impact

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

- Office of Professional Standards (OPS)
    - 1 Captain
    - 2 Lieutenants
    - 1 Administrative Assistant
- Office of Assessment and Planning
    - Add civilian staffing to the Office of Assessment and Planning
    - Replace all sworn positions with civilian [except for the manager/Captain]
        - 1 Geographic Information Systems (GIS) Map Analyst
        - 3 Fire Data Analysts
- Office of Public Information Officer (PIO)
    - 2 Civilian Public Information Officers
- Office of Background and Recruitment
    - 2 Civilian Background Investigators
    - 1 Administrative Analyst
- Office of Special Events
    - 1 Special Events Manager
    - 2 Special Events Assistants
    - 1 Special Events Coordinator
- 4 Administrative Assistants, Seniors
- 6 Fire Inspectors (Civilian)
    - 2 Airport Division
    - 4 Support Services Division
- 1 Fire Investigator (Airport)
- 1 Administrative Analyst

### Strategic Measures

Successful accomplishment of this Strategic Initiative will be indicated by administrative staffing (non-sworn) members' needs being met, accurate and timely payroll, claim processing, claim and vendor payments, enhanced employee tracking and records management, improved customer service, increased submission of Human Resource and fiscal-related reports, improved certification program management, and an improved grant management program

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. Percent of approved grant

**Time Frame:** 1 year

**Cost:**

| | Enhance Administrative Support | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/Additional | | | | | | |
| Total | $560,800 | $420,704 | $403,085 | $46,000 | $0 | $1,430,589 |
| Description | 1 OPS Lieutenant; 3 Administrative Assistants; 2 Airport Fire Inspectors; 1 Civilian PIO; 1 Administrative Analyst; Upgrade Administrative Assistant to Executive Assistant; 1 Special Events Manager; | 1 OPS Lieutenant; 1 Fire Investigator, 1 OPS Advocate, 1 GIS Analyst, 1 Fire Data Analyst; 1 Administrative Assistant; Staffing Management Software; 1 Special Events Assistant | 1 OPS Captain; 1 Response Analyst; 2 Fire Data Analyst; 1 Civilian PIO; 1 Administrative Analyst; 1 Special Events Coordinator; | 1 Special Events Assistant | | |

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

# STRATEGIC INITIATIVE
# - 9 -

## Field Operations Staffing

### Abstract

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

***"Growing our family so we can serve your family more safely & efficiently"***

### 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 the 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 will be removed from service.

## Current State Assessment

AFRD currently operates thirty engine companies, fourteen truck companies and one shift commander, or command team, five battalion command teams, a mobile air supply unit, and a cross-staffed squad. The required staffing number required 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 enable AFRD to staff fire apparatus to 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. In addition, we must incrementally increase the Field Operations shift strengths to sustain the adequate 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.

As mentioned, areas with high risk target hazards will receive the necessary staffing levels. 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 ensuring 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
9. Percent of Hazardous material incidents achieving SORC

**Time Frame:** 4 years

## Cost

| | Field Operations Staffing and Annual Increments | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Projected |
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Total |
| New/ Additional | | | | | | |
| Total | $822,000 | $284,200 | $75,000 | $0 | $0 | $1,181,200 |
| Description | 3 Battalion Chiefs 9Firefighters; 15 Firefighters upgraded to Lieutenants | Command Technician Upgrade; Incident Command System and Training Software | Implementation of Type III Incident Management Team | | | |

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

# 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.

*"Ensuring sustainability of our community through special response preparedness"*

### 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, 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 operations 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 not received fiscal appropriations necessary to ensure that the response, logistics, command and professional development are robust enough to meet the needs of the City of Atlanta.

## Current State Assessment

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 are implementing a swift water rescue team. Companies 1 and 2 are cross-staffing the hazardous materials and decontamination units. Company 8 cross-staffs Squad 4, or the hazardous material and heavy rescue. Company 14 cross-staffs the collapse rescue unit; and lastly, Company 21 cross-staffs the Georgia Search and Rescue (GSAR) unit and a jumper air bag unit. The swift water rescue unit has yet to be assigned.

Currently, there is no command infrastructure dedicated to special operations at headquarters or any shift. Additionally, there are no personnel resources dedicated to training or logistics for special operations. The current budget for equipment and consumables related to special operations is not adequate to meet the needs for the functional responsibilities. There is not a 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.

## Recommendations & Impacts

With the necessary fiscal support, AFRD will have the ability to support the following initiatives within special operations. The successful implementation of these initiatives will enable AFRD to provide the support for special operations activities that is necessary to provide safe and effective special operations response.

The following initiatives encompass the details of the special operations strategic initiatives: develop a strategy to re-commission heavy rescue/hazardous-material Squad 4; develop a command infrastructure to include an Assistant Chief and a battalion command team; implement a plan for activation of a second heavy rescue; develop support task forces; implement and support budget and infrastructure; build a system which is robust enough to support our departmental needs for deployment, command, administrative, training, and logistical support; develop depth 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, increased member safety, and have stakeholders profess 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 (BLS) achieving SORC
7. Percent of Advance Life Support (ALS) incidents achieving SORC
8. Percent of Technical Rescue incidents achieving SORC
9. Percent of hazardous material incidents achieving SORC

**Time Frame:** 5 years

**Cost**

| Enhanced Special Operations Services | | | | | | |
|---|---|---|---|---|---|---|
| | FY 2013 | FY2014 | FY2015 | FY2016 | FY2017 | Projected Total |
| **New/Additional** | | | | | | |
| **Total** | **$1,797,046** | **$576,712** | **$0** | **$2,304,741** | **$0** | **$4,678,499** |
| **Description** | Add staffing for Squad with 3 Captains; 3 Sergeants; 18 Firefighters; 1 Assistant Chief; 1 Fire Equipment Technician | Add a Special Operation Command Team: 3 Battalion Chiefs; 3 Sergeants; 1 Battalion command vehicle and equipment | | Add second heavy rescue truck with 3 Captains, 3 Sergeants, 18 Firefighters, 1 new heavy rescue apparatus and required heavy rescue equipment | | |

***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 the prevention of loss of life and property loss due to fire panic, explosions or related hazards in all buildings, structures and facilities. The International Fire Code, 2006 edition, published by the International Code Council, as adopted in its entirety by the city of Atlanta, hereafter referred to as the Code. It is intended to be accomplished by; 1) coordinating application and enforcement of its provisions with those of other applicable laws, rules, codes, and standards; 2) 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 in the City of Atlanta; 3) 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 way to make 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.

## Current State Assessment

### Fire Inspections

AFRD currently administers a Fire Safety/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/enforcement, building plan review, issuance of permits and guidelines regulating special activities and/or events concerning large crowds and/or temporary hazardous conditions. The program is under the direction of the Office of the Chief of Fire Prevention. With a staff, that includes a fire captain, fire protection engineer, fire inspectors (lieutenants), fire inspectors (civilians), most activities relating to Fire Prevention are conducted daily.

In conjunction with the Fire Safety/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 and rules and regulations, with 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 (10) 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, 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.

The Atlanta Fire Department currently has nine full-time Lieutenant/Fire Investigators that handle 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; thereby, accrues a substantial amount of overtime.

**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 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 while carrying out this mission of saving lives, property, and the environment through education, training, and awareness campaigns. These education, training, and awareness campaigns include but 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 and while also conducting an assessment of the effectiveness and efficiency of this section.

**Community Affairs**

The Community Affairs Section plans to continue reviewing the quarterly statistics and analyzing them to determine problem areas. These problem areas will be analyzed to determine 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 FSE Specialist. In response to the focus on specific audiences, CA section personnel will be attending more training in order to become acquainted with new methods, ideas and existing programs that may be available to better reach their 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, will form the basis of AFRD community risk reduction efforts. This process needs 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 of personnel to accomplish initiative
2. Citizen Satisfaction Rate
3. Member (Sworn) Satisfaction Rate
4. Member (Non-Sworn) Satisfaction
5. Rate

**Time Frame:** 5 years

**Cost:**

| Community Risk Reduction | | | | | | |
|---|---|---|---|---|---|---|
| | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | Projected Total |
| **New/Additional** | | | | | | |
| | | | | | | |
| **Total** | **$298,935** | **$180,589** | **$162,337** | **$274,921** | **$357,460** | **$1,274,243** |
| **Description** | 1 Fire Education Specialists, 1 Fire Captains (Inspections) | 1 Fire Captains-Community Affairs, 1 Fire Lieutenant-Inspections; 1 Fire Education Specialist | 1 Assistant Chief/Fire Marshal Community Affairs, 1 Fire Captain; 1 Fire Education Specialist; 1 Office Support Assistant, Senior | 1 Section Chief-Community Affairs, 1 Fire Lieutenant-Investigations; 1 Fire Education Specialist | 1 Section Chief- Fire Investigations, 2 Fire Lieutenants-Investigations | |

# Appendix

# STRATEGIC PLANNING TEAM

| NAME | RANK | DIVISION OF LABOR |
|---|---|---|
| Allen, Olden | Firefighter | Assessment and Planning |
| Arnold, Harold | Lieutenant | Office of Professional Standards |
| Baker, Joel | Section Chief – OPS | Fire Chief's Office |
| Burton, Alan | Battalion Chief | Airport Operations |
| Carries, Ingrid | Budget Manager | Support Services |
| Chatman, Sharyl | Firefighter | Assessment and Planning |
| Cochran, Kelvin | Fire Chief | Fire Chief Office |
| Collier, William | Assistant Chief | Field Operations |
| Coxton, Bernard | Assistant Chief | Field Operations |
| Daws, James | Lieutenant | Local 134 |
| Dixon, Cameron | Captain | Progressive Black Firefighters |
| Dowdell, Craig | Firefighter | Homeland Security |
| Edwards, Todd | Battalion Chief | Field Operations |
| Favors, Gregory | Section Chief-Inspections | Support Services |
| Gibbs, Hillard | Command Tech | Field Operations |
| Harper, Patricia | Administrative Assistant | Support Services |
| Harris, Derrick | Lieutenant | Field Operations |
| Heard, Richard | Captain | Support Services |
| Heyward, Geneva | Fire Inspector | Support Services |
| Howell, George | Battalion Chief | Field Operations |
| Jackson, Charlie | Captain | Field Operations |
| Jackson, Valerie | Captain | Training |
| Jordan, Vincent | Captain | Field Operations |

| | | |
|---|---|---|
| Kennedy, Bryon | Captain | Field Operations |
| Loftman, Erika | Lieutenant | Field Operations |
| Lott, Catrese | Accountant | Support Services |
| Mason, Darryl | Captain | Support Services |
| McDaniel, Marion | Captain | Airport Operations |
| McLain, Jason | Lieutenant | Field Operations |
| McLemore, James | Battalion Chief | Field Operations |
| Meadows, Wilmond | Deputy Chief | Support Services |
| Nash, Claudie | Program Coordinator | Support Services |
| Parker, Todd | Battalion Chief | Field Operations |
| Pickett, Shi | Budget Analyst | Support Services |
| Rhodes, David | Battalion Chief | Field Operations |
| Shinkle, Greg | Section Chief-Training | Support Services |
| Simmons, Michael | Assistant Chief | Support Services |
| Slaughter, Randall | Deputy Chief | Airport Operations |
| Snowden, Roosevelt | Lieutenant | Airport Operations |
| Thacker, April | Special Events Coordinator | Support Services |
| Wessels, Chris | Deputy Chief | Field Operations |
| Woodworth, Steven | Assistant Chief | Airport Operations |
| Wright, Jerome | Captain | Assessment and Planning |

## 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