



Savannah Fire & Emergency Services

5 YEAR STRATEGIC PLAN



2016-2020



Savannah Fire & Emergency Services

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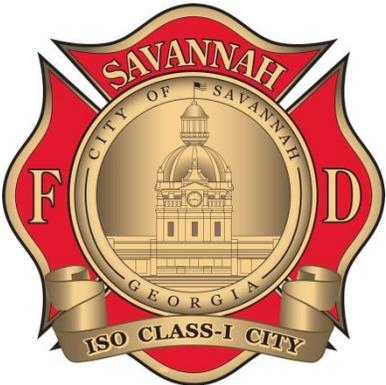
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STRATEGIC PLAN 2016-2020

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EXECUTIVE SUMMARY

Savannah Fire & Emergency Services (SFES) is a progressive ISO Class I Department. The goal of our 5 year strategic plan is to ensure fiscal and operational responsibilities to the community we serve. This plan is put together to ensure the sustainability of the Bureau and the health of the City it serves. The priorities within this document will focus on continuous improvement. To keep abreast of changes in our profession and community, this strategic plan will outline a proper framework to grow and improve while maintaining the highest quality of service delivery.

SFES' Strategic Plan provides a global view that will effectively guide our department's pursuit of excellence for the next five years. The department's goals are to provide emergency and non-emergency services in an effective, fiscally responsible, and professional manner. The success of this strategic plan is contingent upon the commitment from our elected officials, citizens (customers) and most importantly our personnel. To ensure the attainability of the Strategic Plan's goals, the plan will be evaluated annually and adjusted to meet unforeseen changes. By implementing these measures, SFES will remain "...committed to those we serve".



Vision Statement

Savannah will be a safe, environmentally healthy and economically thriving community for all its citizens.

Council Priorities

Ambassadorship

To promote the mystique of Savannah by highlighting its history, ambiance and cultural assets.

Culture & Recreation

To ensure citizens have a community that provides recreational and cultural opportunities that keeps their minds and bodies active and that recognizes the needs of all citizens.

Economic Growth

To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors.

Health & Environment

To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations.

High Performing Government

To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need.

Neighborhood Vitality

To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community.

Poverty Reduction

To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient.

Public Safety

To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community.



SFES Mission Statement

“...committed to those we serve”

SFES Vision Statement

We are committed to serving our community with the utmost levels of professionalism and efficiency in relation to the preservation of life and property.

Organizational Principles

Professionalism

Accountability

Service Excellence

Diversity

Customer and Employee Satisfaction

Leadership

Teamwork

Safety

Loyalty

Trust

Effective Communication





Message From The Fire Chief



Savannah Fire & Emergency Services (SFES) is a performance driven and results oriented department that focuses on customer service, continuous improvement, and the safety and welfare of our customers and employees. The Bureau is committed to protecting life, property and the environment through advanced training and education, all the while assessing and reassessing ourselves in order to provide a standard of excellence in protecting the communities we serve.

It is with great excitement I present the 2016-2020 Savannah Fire & Emergency Services Strategic Plan. This plan will serve as the performance measurement that will navigate this organization through the next five years. It is intended to allow us to serve our community with superior levels of professionalism and efficiency.

Charles G Middleton
Fire Chief



Introduction

Savannah Fire & Emergency Services is committed to those we serve. We constantly strive to provide an efficient and professional service to the residents, citizens and visitors of the City of Savannah (COS). To ensure these efforts are effective, strategic planning must be developed in order to effectively communicate the goals of the organization, and provide a methodology to obtain these goals. In order to accomplish this, SFES has utilized a number of tools that are helpful when building a framework such as this. One crucial tool that was utilized was the External Stakeholder Survey. During this survey, SFES was able to reach out to the community to obtain a better understanding of what was most important to the neighbors we serve. Another important tool used in the development of the organizational goals was the inner-departmental review of the organization. This was accomplished by having department members conduct a Strength, Weakness, Opportunities, and Threat (SWOT) analysis of the most important aspects of the organization. By utilizing these tools we were able to identify and develop eight strategic goals for the next five years. The 8 strategic goals are:

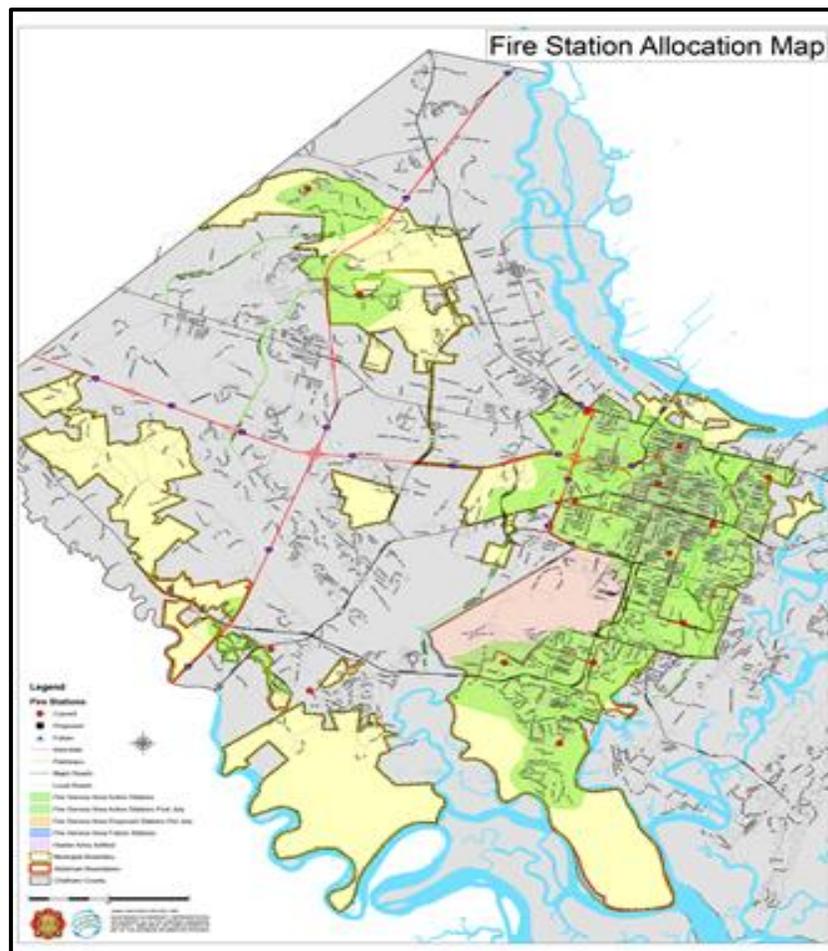
1. Ensure first arriving and effective response force units meet the established time requirements as determined in the Standard of Cover.
2. Increase staffing to meet the needs set forth by NFPA 1710 and the SFES Risk Assessment Model.
3. Continue development of the Health and Wellness Initiative. (NFPA 1500)
4. Increase service and deployment capabilities in existing and annexed Response Districts.
5. Analyze SFES's current policies to ensure they meet departmental needs, and compliance with current federal, state, and local standards.
6. Implement and evaluate records management system (RMS).
7. Maintain ISO classification and Accreditation Status. (Expected Summer 2016)
8. Increase employee development through training and education.



In addition to these eight organizational strategic goals, through qualitative and quantitative research methods we have identified several specific objectives under each of the groups. These department specific objectives from Operations, Logistics, and Emergency Management were derived from the myriad of services SFES is proud to offer.

Legal Basis and Jurisdictional Boundaries

On March 11, 1825, City Council appointed, by authority of the State Legislature, 20 persons to form the Savannah Fire Company. All engine houses, apparatus and equipment in the city were turned over to the Savannah Fire Company. Today, the State Code governs SFES: Title 25, Chapter 3, and Article 2. Under this code, SFES is authorized to legally be organized and meets all Federal, State and Local laws. Currently, SFES covers 103 square miles within Chatham County, Georgia.



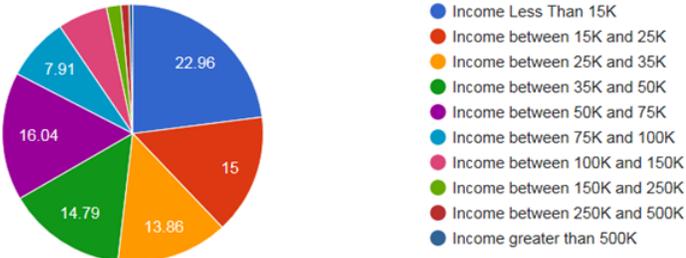


Economic Indicators and Budget Process

Industry breakdown of Savannah



Income split of Savannah



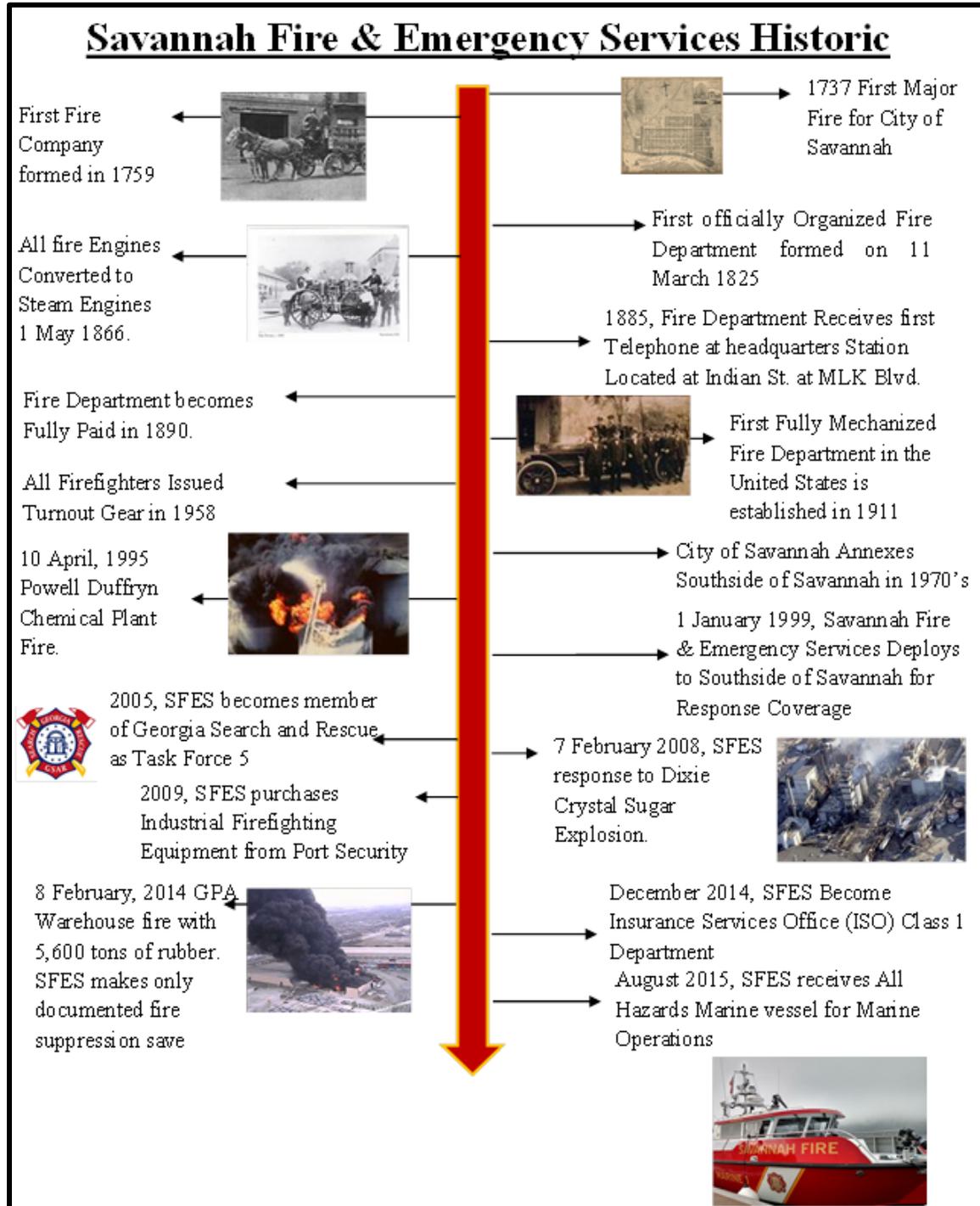
Real Estate values for Savannah



The economic indicators above along with tax revenue collected from property and sales taxes outline the major funding resources for the budget. During the first quarter of the year SFES will begin formulating the following year’s budget proposal. Utilizing the Budget Resource and Guidebook (BRAG), SFES formulates a budget under current city policy. During the second and third quarters, budget meetings with department heads and project managers will begin to finalize the budget based on priorities and needs. Once the preliminary budget is approved at the Bureau level, it will then be submitted to Research and Budget for the City Managers recommendation(s) and presentation to Council for approval. This budgetary process has allowed the COS to receive the Certificate of Achievement for Excellence in Financial Reporting.



SFES Historical Timeline

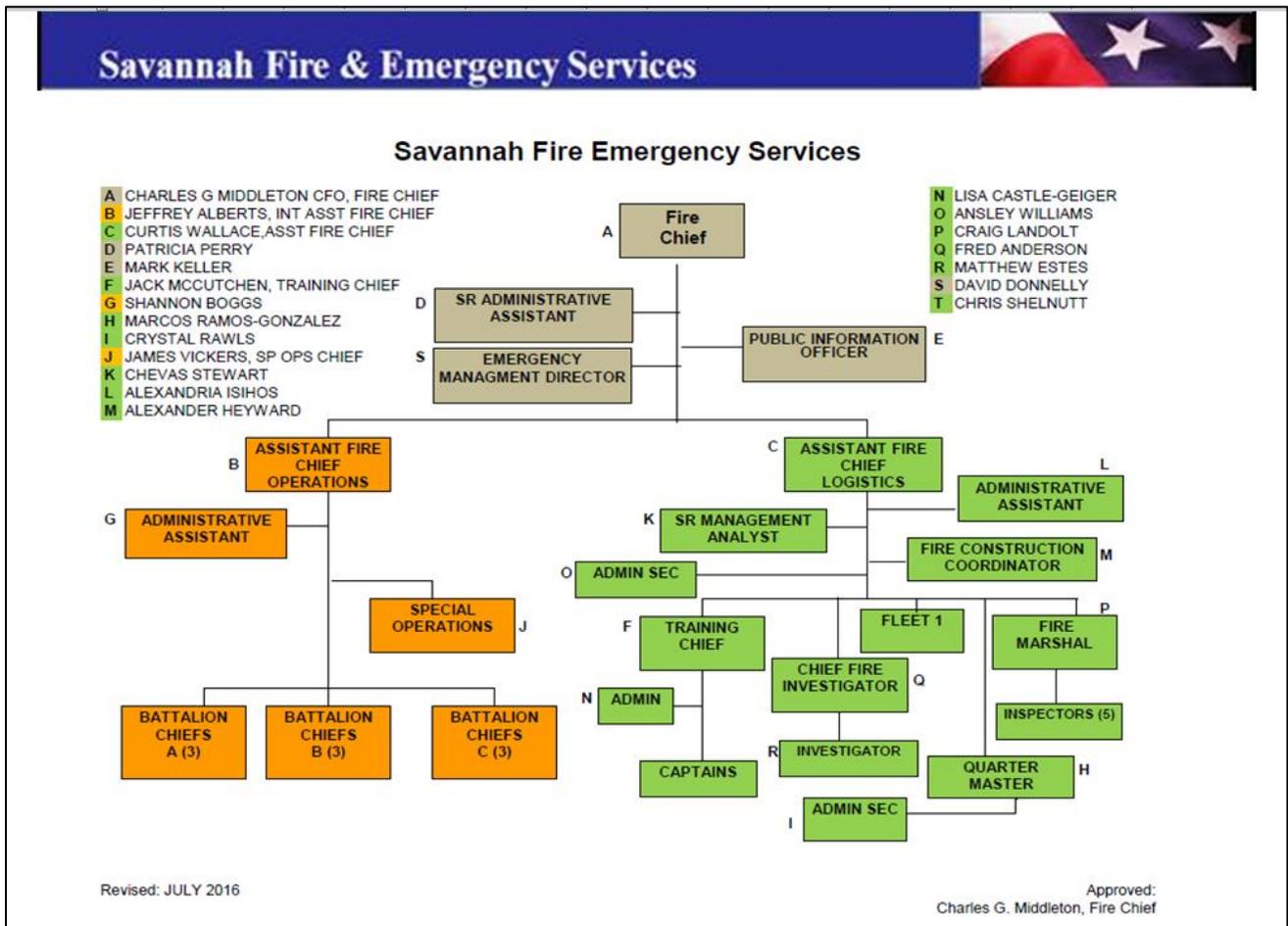




SFES Organizational Overview

SFES is a career department that provides emergency services 24 hours a day, operating out of 15 fire stations. Operational services include fire suppression, hazardous materials, technical rescues and marine incidents. The Operations’ department consists of 341 firefighters assigned to one of three shifts, working 24 hours on/48 hours off (56 hours a week). The Logistics department provides fire education, fire prevention and fire investigations, training, facility maintenance, fleet management and supply. In addition, the Logistics Division serves as the human resources and budget/finance branch of SFES. Together these two departments and the Emergency Management Department make up the structure of SFES under the approval of the Mayor, City Council and City Manager.

SFES Organizational Chart





Operational Facilities and Staffing

Savannah Fire & Emergency Services
Staffing Matrix
 Minimum Daily Staffing is 90 Personnel



Number of Personnel on Duty	Engine 1	Engine 2	Engine 5	Engine 6	Engine 8	Engine 4	Engine 11	Engine 12	Engine 13	Engine 14	Engine 15	Truck 5	Truck 12	Rescue 1	Rescue 2	Engine 16	Truck 13	Truck 1	Engine 3	Truck 2	Engine 9	Engine 7	Engine 10	Battalion Chief 1	Battalion Chief 2	Battalion Chief 3	Haz Mat 2	Safety 1
90	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	1	1	1	1	1
91	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	1	1	1	1	1
92	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	1	1	1	1	1
93	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	1	1	1	1	1
94	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	1	1	1	1	1
95	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	1	1	1	1	1
96	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	1	1	1	1	1
97	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	1	1	1	1



Station 1 535 East 63rd Street

- Engine 1- 2000 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift
- Truck 1- 100' Aerial Ladder
- Staffed with a minimum of 3 personnel (1 officer & 2 firefighters) each shift

Station 2 5 Skyline Drive

- Engine 2- 1500 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters). E2 is a designated Hazmat engine. Personnel assigned to E2 are required to be a minimum of NPQ Hazmat Technician
- Truck 2- 100' Platform Aerial
- Staffed with a minimum of 3 personnel (1 officer & 2 firefighters) each shift

Station 3 121 East Oglethorpe Avenue

- Engine 3- 1500 gpm Pumper
- Staffed with a minimum of 3 personnel (1 officer & 2 firefighters) each shift
- Rescue 1- Heavy Rescue Unit
- Staffed with 4 personnel (1 officer & 3 firefighters) each shift. R1 is designated as a technical rescue team (TRT) unit. Personnel assigned to R1 are required to be a minimum of a Rescue Technician 1D
- Engine 16/Marine 1- 8,000 gpm 50' All Hazards vessel (1 officer & 3 firefighters). Personnel assigned to Marine 1 must be Boat Crew member certified at a minimal (NASBLA).



Station 4 2401 Augusta Avenue

- Engine 4- 1250 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift. E4 is a designated Hazmat engine. Personnel assigned to E4 are required to be a minimum of NPQ Hazmat Technician and maintain Industrial Fire Equipment.

Station 5 10 W 33rd Street

- Engine 5- 2000 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift
- Truck 5- 100' Tiller Aerial
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift. T5 is a designated TRT unit. Personnel assigned to T5 are required to be certified are required to be a minimum of a Rescue Technician 1
- Battalion Chief 1- BC1
- Staffed by one person (Battalion Chief) each shift. Rides out of a Ford Explorer.

Station 6 3000 Liberty Parkway

- Engine 6- 1500 gpm Pumper Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift. E6 is a designated Hazmat engine. Personnel assigned to E6 are required to be a minimum of NPQ Hazmat Technician
- Haz-Mat 1- HM1 is a mobile hazardous materials command vehicle staffed by the hazmat companies. Whichever company responds as HM1 will not utilize their apparatus
- Safety 1- S1 is staffed by one person (1 officer) each shift; riding in a pickup truck. Personnel riding as S1 must have completed and passed NPQ Incident Safety Officer Course
- Command Aid/HazMat 2- Staffed by one person each shift; riding in a pickup truck. Personnel riding as CA/HM2 must be a minimum of NPQ Hazmat Technician



Station 7 6902 Sallie Mood Drive

- Engine 7- 2000 gpm Pumper
- Staffed with a minimum of 3 personnel (1 officer & 2 firefighters) each shift
- Rescue 2- Heavy Rescue
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift. R2 is a designated TRT unit. Personnel assigned to R2 are required to be a minimum of a Rescue Technician 1D
- Battalion Chief 2- BC2
- Staffed by one person (Battalion Chief) each shift. Rides out of a Ford Explorer

Station 8 2824 Bee Road

- Engine 8- 1500 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift

Station 9 2235 Capital Street

- Engine 9- 1500 gpm Pumper
- Staffed with a minimum of 3 personnel (1 officer & 2 firefighters) each shift. E9 is a designated Hazmat engine. Personnel assigned to E9 are required to be a minimum of NPQ Hazmat Technician
- Georgia Search & Rescue (GSAR) response unit

Station 10 13710 Coffee Bluff Road

- Engine 10- 1500 gpm Pumper
- Staffed with a minimum of 3 personnel (1 officer & 2 firefighters) each shift

Station 11 11844 Apache Avenue

- Engine 11- 2000 gpm Pumper



- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift
- Rehab 1- Upon request or protocol, a person from E11 will man Rehab unit and deliver it to incidents

Station 12 1205 Bradley Boulevard

- Engine 12- 1500 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift. E12 is a designated Hazmat engine. Personnel assigned to E12 are required to be a minimum of NPQ Hazmat Technician
- Truck 12- 100' Aerial
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift

Station 13 11 McKenna Drive

- Engine 13-1500 gpm Pumper
- Staffed with a minimum of 4 personnel (1 Officer & 3 firefighters) each shift. E13 is a designated Hazmat engine. Personnel assigned to E13 are required to be a minimum of NPQ Hazmat Technician
- Truck 13- 100' Platform Aerial
- Staffed with a minimum of 3 personnel (1 Officer & 2 firefighters)
- Battalion Chief 3- BC3
- Staffed by one person (Battalion Chief) each shift. Rides out of a Ford Explorer

Station 14 480 Highlands Boulevard

- Engine 14- 1500 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift

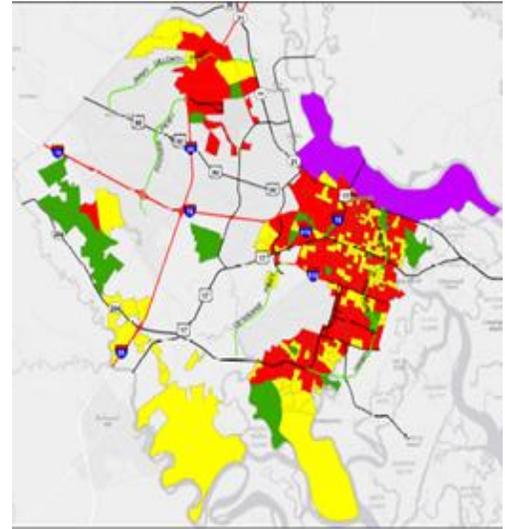
Station 15 740 Chevis Road

- Engine 15-1250 gpm Pumper
- Staffed with a minimum of 4 personnel (1 officer & 3 firefighters) each shift



Risk Assessment and Deployment Capabilities

Risk management is the analysis of the probability of an event occurring and the resulting damage that could occur as a result of the event. SFES must assess risks based upon the probability of an incident occurring and consequences it may impose, such as large loss of life or economic impact. In 2005, SFES initiated a comprehensive risk assessment of the city by utilizing the Risk, Hazard, and Value Evaluation (RHAVE) software. After two years of data collection, the data was categorized and placed on a series of maps to identify structures of high risk within the city limits.



Incorporating that data from 2009 and utilizing the following three methodologies, SFES was able to reinitiate the risk analysis in 2013.

The first methodology is derived from GA Code Title 25-Fire Protection and Safety. This State law assists local and state fire marshals in identifying buildings of a high risk that would, by law, need to be inspected. The second methodology used was a modified Federal Emergency Management Agency (FEMA) Risk Assessment Matrix. This matrix was another tool used to identify high hazard buildings based off of criteria such as life hazards, terrorism risk, and community impact. The third methodology involved the historical RHAVE Data.

Each year, SFES supports these methodologies listed above by conducting a series of Pre Fire Plans (PFP) and Hazardous Material Tier Two inspections. These PFP's and Tier Two's highlight growth throughout the Bureau's response area and identify any potential risks that SFES response personnel will encounter mitigating an incident. In order to identify these risk areas, SFES utilizes Geographical Information Systems (GIS) and an analysis of six key components.



Utilizing these methodologies, site visits and historical data, SFES was able to identify areas of High, Moderate, Low and Special risk areas throughout the city. The risk is associated with the highest severity within the assigned Fire management zone. For example, in Fire Management Zone 5025 a high risk building was identified which categorized that entire zone as “High Risk”. Currently, incident data from 2014- 2016 (in regards to incident type and volume) is being analyzed and plotted to ensure a comprehensive risk analysis for each zone and district. The analyzed data indicated that the COS has 295 “High Risk” zones equaling 55% of the total response area. In the “Moderate Risk” category 180 zones were identified or 34% of the total response area. The “Low Risk” category makes up 8% of the city or 42 zones. Lastly, 3% or 16 zones within the total response area are deemed “Special Risk”.

The goal of the risk assessment process was to create a foundation to identify and categorize risks based on consequence and frequency. SFES will utilize these methodologies, site visits and incident frequency to predict risk trends, to ensure resources are being deployed effectively and efficiently.

In order to combat these risks, SFES has deployed its’ resources in a systematic approach in these areas of concern. To support our deployment capabilities, SFES has an ISO Class I water supply system that produces a more than adequate supply of water for the risks SFES currently encounters. Even in the Special Risk category, SFES has resources capable of extracting large amounts of water from our surrounding waterways to support the city’s internal system. This has been exemplified by the recent Georgia Ports fire, where SFES has the only credited stop internationally in regards to a building fire containing raw rubber materials. In summary, SFES is committed to serving our population, by responding to over 7,000 calls a year.

Assisting Emergency Medical Services

Currently, SFES does not respond to EMS calls. Within the COS, Emergency Medical Services (EMS) involving Basic Life Support (BLS) and Advance Life Support (ALS) are conducted by a private 3rd party ambulance company which is selected by the Chatham County Commissioners.

Under current county procedures, a bid process is conducted with the following criteria:

Descriptions and Objectives, Methodology, Evaluation Factors, Selection Process and



Responses. Utilizing this type of process has allowed for a single 911 EMS provider to cover all four of Chatham County's EMS zones. EMS Zones are established to ensure compliance of the statutory criteria of economy, efficiency and benefit to the public welfare in administering and coordinating the ambulance zoning system in Southeast Georgia. The EMS zone descriptions for COS are as follows:

- Zone 1: The City of Savannah North of Eisenhower Drive to the county line, West to include Savannah City Limits and East to the Wilmington River to Dutch Island and Isle of Hope.
- Zone 2: West of I-516, South of I-16 to the County line, both sides of Eisenhower Drive East to Skidaway Road, South to the County line inclusive of Skidaway Island.
- Zone 4: West of the City limits of Savannah, North of and including I-16 to the County line.

The response time requirements are as follows: City of Savannah must be 8 minutes or less 90 percent of the time and all other areas must be 12 minutes or less 90 percent of the time. The Zoning Requirements in Chatham County Georgia also dictate what equipment must be carried on ambulances that are in excess of what is required by the State of Georgia.

SFES trains fire personnel to meet the requirements outlined in NFPA 1001, Standard for Firefighter Professional Qualification Chapter 4, 4.3 Emergency Medical Care which states they must meet minimum emergency medical care performance capabilities. Under the current NFPA curriculum training in infection control, CPR, bleeding control, and shock management are included. This basic level of training is utilized in 2 types of incidents that involve assisting emergency medical personnel. These incidents are a medical lift assist and accidents with injuries, where one company consisting of a Fire Officer and 2 firefighters will respond. In regards to accidents with injuries, SFES personnel will respond in order to conduct scene management, evaluate additional risks (extrication and hazardous materials) and assist EMS personnel with Basic Life Support (BLS) activities if needed.

Georgia Rules & Regulations, Rule 511-9-2-.09 Licensure of Medical First Responder Services requires that registered first responder vehicles be staffed by at least one Emergency Medical



Technician (EMT) Basic, Intermediate, Advanced, Cardiac Technician, or Paramedic. SFES is currently not an EMS provider and therefore ineligible for this licensure.

External Relationships

SFES over the years has developed a wide spectrum of external relationships in order to provide the level of service our customers expect. In order to meet these expectations, SFES has external relationships in the following categories: Private Sector (Local Industry), Governmental (Neighboring Jurisdictions) and Non-Governmental Organizations (NGO's such as the Red Cross). These external relationships assist SFES in our ability to provide effective and efficient emergency service delivery while being fiscally responsible. In regards to emergency service delivery, SFES utilizes Automatic Aid, Mutual Aid and Memorandum of Understanding (MOU) to contribute in our response capabilities.

External Stakeholder Survey

A key element of SFES's organizational philosophy is having a high level of commitment to customer satisfaction. Our external stakeholder's survey was developed in order to get feedback from our customers on how we rate in our service delivery. The customers were from local industries, business, residents, and City of Savannah employees. The Bureau asked the community to participate in a survey which the City of Savannah hosted on the front page of its web site during the first and second quarter of 2015. The surveys were also printed, distributed, and collected at all Public Fire Safety Education (PFSE) events where SFES participated during that same period. The survey focused on reactions to the department's services as well as defining customer priorities and expectations for the department.

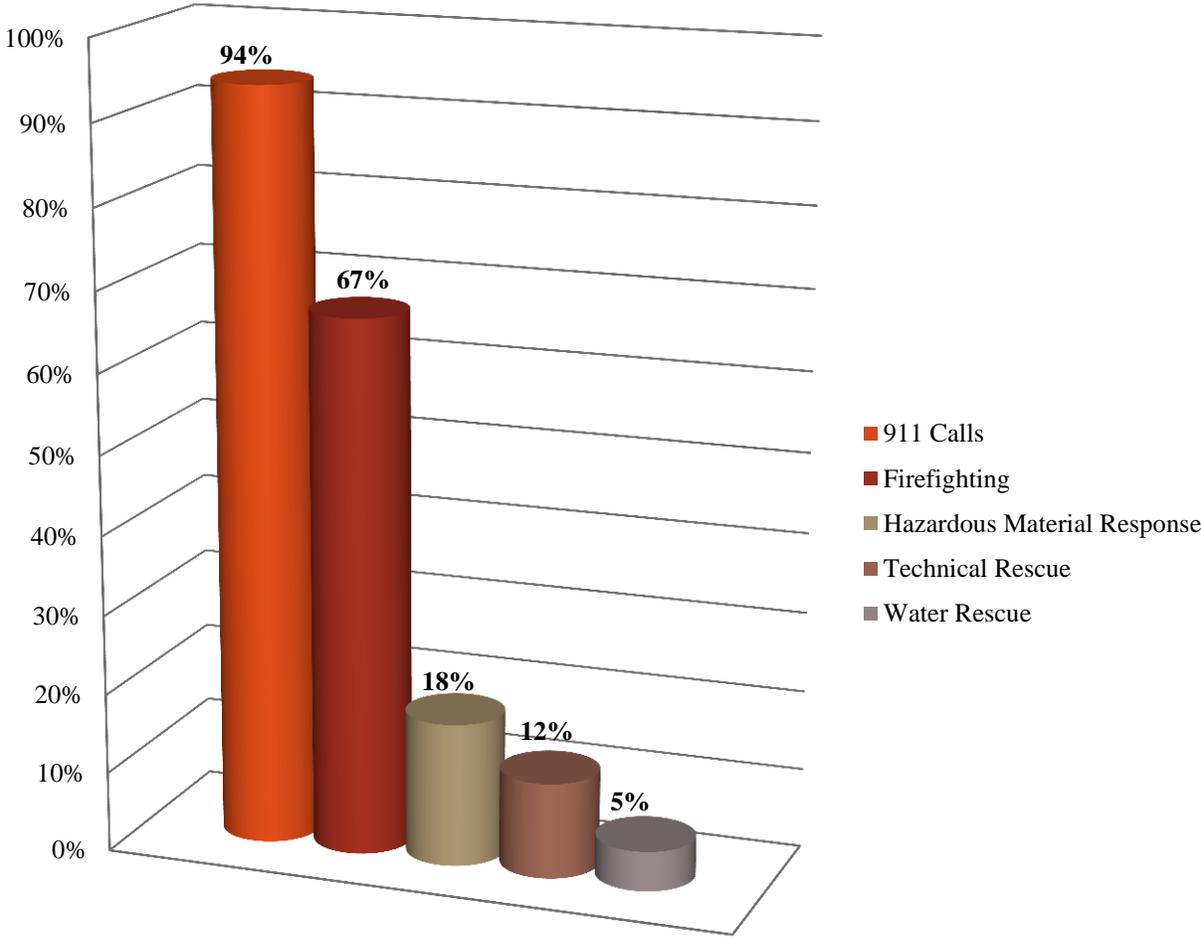
SFES conducted this survey to gain a better understanding of the needs of its external customers and how they view our service delivery. Six areas were studied including; emergency response and service delivery, community outreach programs, firefighter professional development, fire equipment and facilities, interaction with SFES, and rating the services of



SFES. The external stakeholders were asked to prioritize the services offered by SFES through a process of direct comparison. Below you will find the results of the survey with a percentage ranking from highest priority to lowest priority.



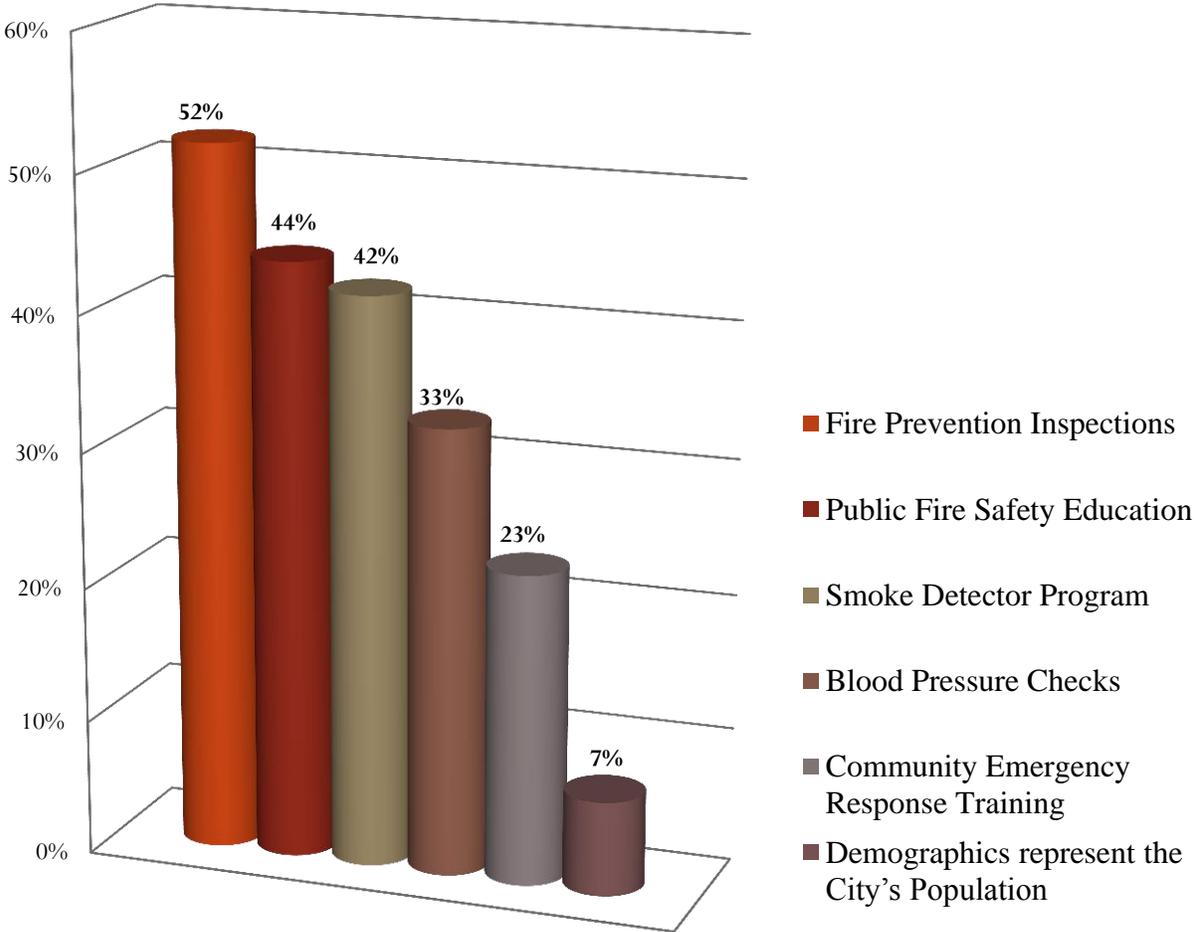
Emergency Response and Service Delivery



Emergency Response and Service Delivery	
911 Calls	94%
Firefighting	67%
Hazardous Material Response	18%
Technical Rescue	12%
Water Rescue	5%



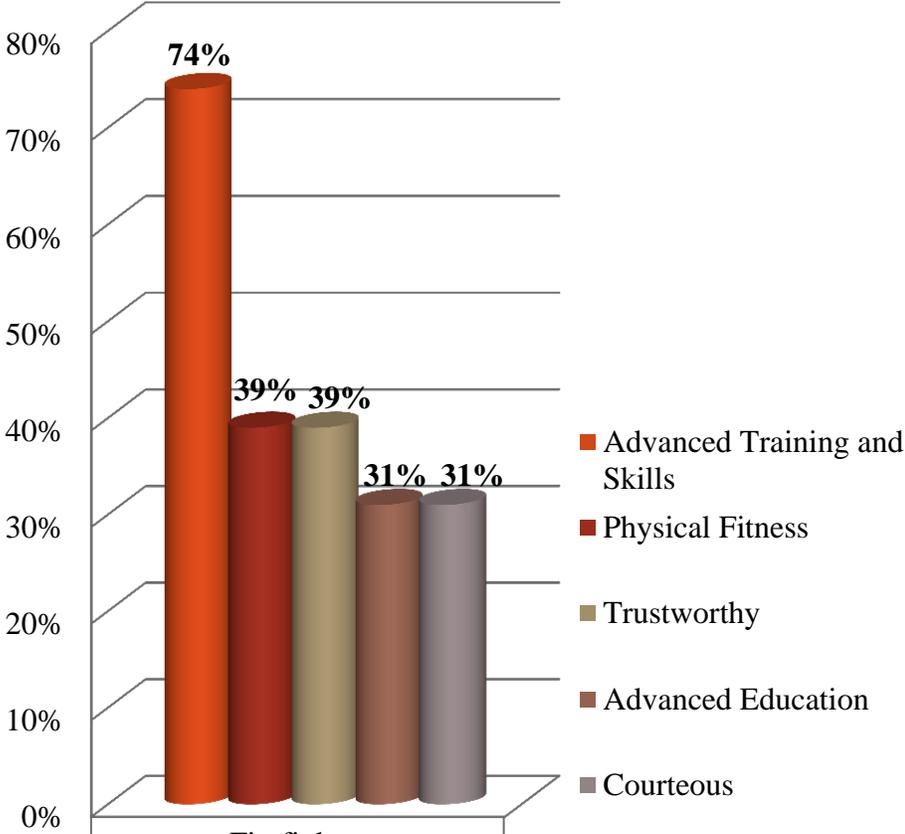
Community Outreach Programs



Community Outreach Programs	
■ Fire Prevention Inspections	52%
■ Public Fire Safety Education	44%
■ Smoke Detector Program	42%
■ Blood Pressure Checks	33%
■ Community Emergency Response Training	23%
■ Demographics represent the City's Population	7%



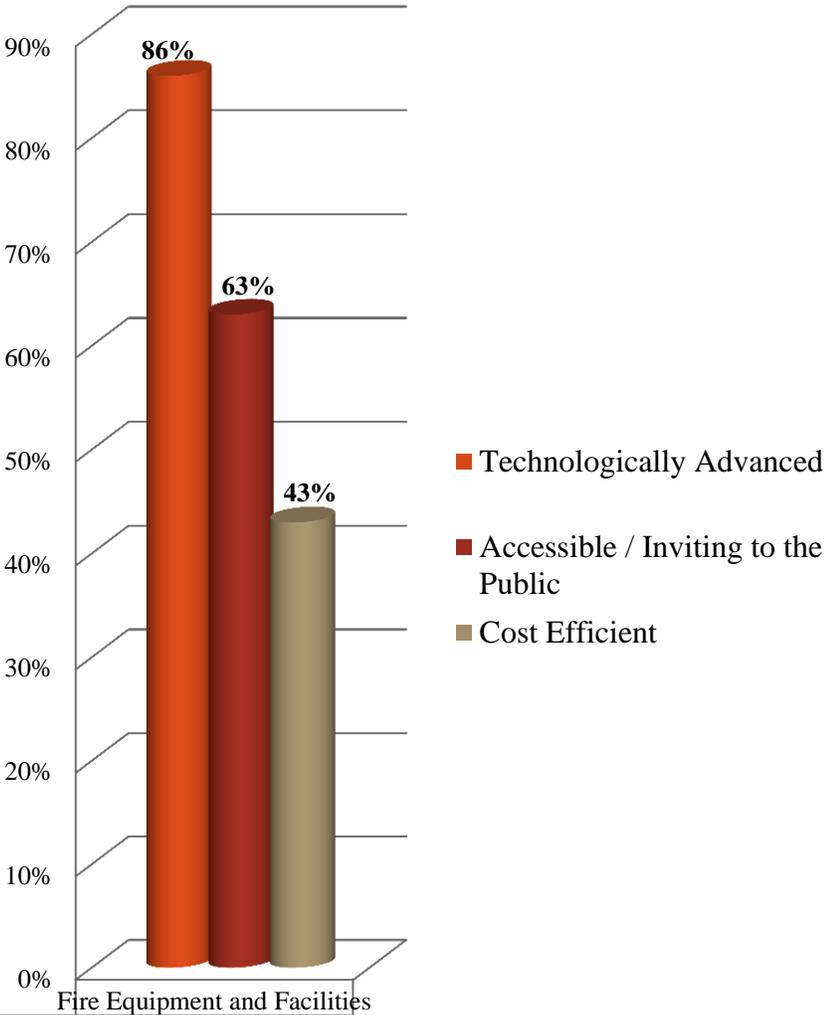
Firefighter Professional Development



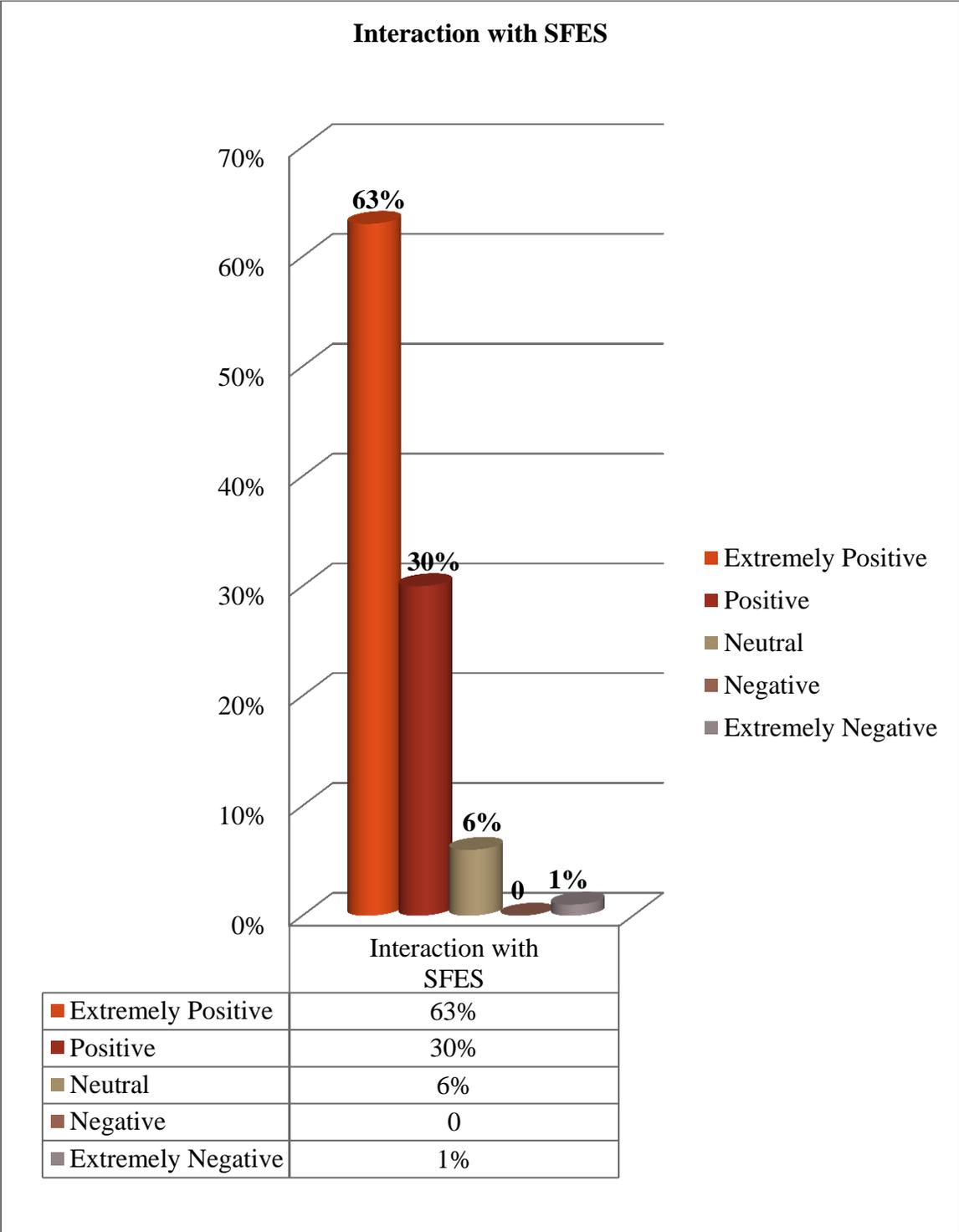
Firefighter Professional Development	
Advanced Training and Skills	74%
Physical Fitness	39%
Trustworthy	39%
Advanced Education	31%
Courteous	31%

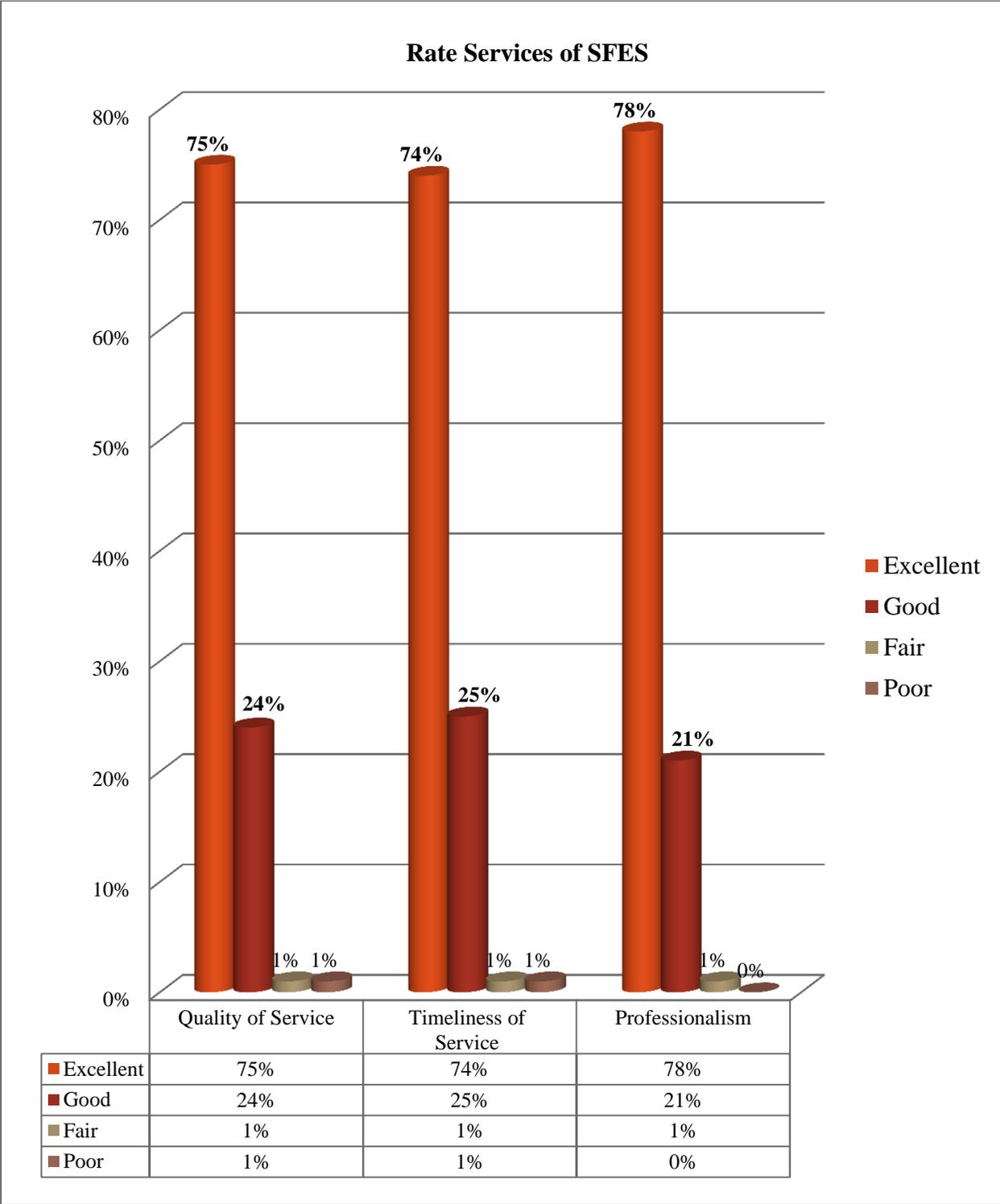


Fire Equipment and Facilities



Technologically Advanced	86%
Accessible / Inviting to the Public	63%
Cost Efficient	43%







External Stakeholder Survey Results

In order to provide effective and efficient emergency services to the citizenry of Savannah, Savannah Fire & Emergency Services (SFES) needed to understand the service priorities of the community we serve. In 2015, SFES conducted an external customer survey with the goal of identifying those priorities and our level of customer service. This survey was made available on our website at savannahfire.org, distributed at community meetings and in visible sight at the reception desk of all Fire Stations. This survey gave the Bureau the necessary data to shape SFES's Strategic Plan for the next five years and identify opportunities for improvement.

The survey measured six areas of service, the results were as follows:

- Service Area 1: Emergency Response and Service Delivery: Firefighting at 67%.
- Service Area 2: Community Outreach Programs: Fire Prevention Inspections 52%
- Service Area 3: Firefighter Professional Development, Advanced Training 74%.
- Service Area 4: Fire Equipment and Facilities: Technologically Advanced 86%.
- Service Area 5: Customer Interaction Rating: Positive or Extremely Positive 93%
- Service Area 6: Excellence in Service (Response, Quality, Professionalism) 74%

With this knowledge, SFES was able to identify the priorities of the community we serve and bolster the effectiveness and efficiency of the bureau's service deliverables. As a result, SFES has maintained a high level of support for the community which emphasizes our commitment to those we serve.



Identification of Organizational Critical Issues and Service Gaps

The goals of the organization are included in the Department's Strategic Plan. They are also incorporated where appropriate in the annual budget process. The goals are developed after input is received from all levels of the organization. SFES participates in annual surveys with National Fire Academy (NFA), National Fire Protection Agency (NFPA), International Association of Fire Chiefs (IAFC), Federal Emergency Management Agency (FEMA), International City County Managers Association (ICMA), and State of Georgia. The NFPA in partnership with the IAFC has launched the 2015 U.S. Needs Assessment Survey. The survey captures the level of resources and staffing among U.S. fire departments and identifies where departments are meeting the needs of their communities and where gaps exist. SFES completed this survey to help with our community needs, and assist the nation with a clear understanding of the challenges our department is facing and what tools, support and resources are necessary to better serve our communities. SFES has also completed the 2014 ICMA Survey of current programs and practices providing useful data analysis to local decision makers. Lastly, an internal tool SFES uses is the SFES Operations Committee, which meets quarterly to focus on improving the organization's service capabilities. Some areas that have been adjusted to meet these needs include: review of station locations, placement of apparatus; staffing levels, and effects of response time. This helps with identifying any critical issues or service gaps and provides solution to these issues.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have the department's internal stakeholders candidly identify their positive and less-than-desirable attributes. The department participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats. During November 2014 – August 2015, members of the SFES Strategic Planning Taskforce performed a Strength, Weakness, Opportunity and Threat (SWOT) analysis to determine factors were having an effect on our vision and mission. The results of that inquiry formed the following critical issues and service gaps where identified.



Bureau Strengths

- Maintains large specialized equipment cache for all hazards emergency response
- Maintains its own core of certified instructors in all job related disciplines
- Conducts and maintains hazardous material facility (Tier 2) inspections and inventory of extremely hazardous material in our response areas
- Signed Memorandums of Agreement (MOAs) with authorities having jurisdiction (AHJ)
- Bureau's training division is able to develop and deliver state / nationally certified training courses, maintain the bureaus fire-training academy (FTA), and oversee recruitment of diverse candidates
- Maintains records management system (RMS) to provide efficient management and tracking of all bureau related programs and services
- Immediate access to City of Savannah apparatus repair facilities which includes three maintenance shops: Shop 1 (Light Vehicles), Shop 2 (Heavy Vehicles), Shop 3 (Minor Repairs)
- All emergency response apparatus within the bureau meets Insurance Services Office (ISO) standards regarding equipment and function
- Maintains own Georgia Peace Officer Standards and Training Council (POST) certified Fire Investigators Unit
- Maintains state certified fire inspectors assigned to fire prevention division
- Maintains certified personnel for managing repairs and testing programs (SCBA, Hose, Pump/appliance testing, turnout gear)
- Continuous improvement through self-assessment as an ISO Class 1 organization working toward accreditation
- Maintains the City of Savannah Emergency Management funding and oversees the emergency management plan
- Maintains a well-designed Emergency Command Center (ECC)



Bureau Weaknesses

- No structural collapse rescue or trench rescue courses were delivered over the last seven years due to the lack of a safe training simulator
- Lack of local technical rescue courses and inability of personnel to travel to offsite courses has led to a decrease in Technical Rescue Team (TRT) qualified members
- Industrial Firefighting Equipment (IFE) that is assigned to an outside agency needs improved maintenance/testing programs (Regain possession of IFE in 2016)
- Additional advanced IFE training is required to increase the number of qualified personnel
- Employee buy-in into the critical incident stress management (CISM) process to increase the health and wellbeing of the employee
- Inadequate training space and outdated equipment at the training facility, this condition of training grounds and lack of a permanent building housed at the FTA creates an unwelcoming training environment (New facility being constructed in 2016)
- No dedicated dispatchers specifically assigned to Savannah Fire. Dispatchers are trained using SFES Standard Operating Procedures (SOPs) to ensure the correct units are dispatched for all-hazards response
- Insufficient number of certified emergency vehicle technicians (EVTs) needed to work on fire apparatus
- Increased repair times causing increased apparatus out of service time
- No SFES response units utilize Mobile Data Terminals (MDT)/Automatic Vehicle Location (AVL) technology
- Improve efforts to recruit female firefighters
- Bureau in need of new stations to cover the growing city landscape and must maintain existing aging stations



Department Opportunities

- Haz-mat specialist and rescue technician level training course funding opportunities available through state and federal grants
- Technology and equipment funding opportunities available through state and federal grants
- The City of Savannah's (COS) Employee Assistance Program (EAP) has numerous programs aimed at helping the employees as well as training for CISM members
- Increased development and implementation of standard operating procedures (SOP) for vehicle maintenance
- Manufacturer training provided for bureau related service and repair technicians
- SFES maintains its own fire recruit academy dedicated to the training of newly hired firefighters

Department Threats

- The ability to maintain and increase the number of certified employees for all hazards response
- Service area expansion is greater than yearly financial budget allocations
- Vehicle Maintenance is challenged with meeting the needs of an expanding apparatus fleet
- Budget constraints for Capital Improvement Plan and growing service demand in western portions of the City of Savannah
- The current growth of the city is placing a demand on all Bureau support services



Strategic Goals and Objectives

2016-2020 Strategic Plan Goals and Objectives		
Strategic Goal: 1	Ensure first Arriving and Effective Response Force units meet established SFES benchmarks outlined in the Standards of Cover.	
A Standards of Cover study does not just measure travel time to emergencies, but rather is a strategic planning tool for community loss control		
Objective 1.1	Develop and adhere to a SFES response time benchmarks outlined in the Standards of Cover.	
Chief Alberts	Completion Date	Fourth Quarter 2016
Objective 1.2	Improve data entry into Records management System (RMS) to provide measurable statistics through annual appraisals.	
Chief Wallace	Completion Date	Fourth Quarter 2016
Objective 1.3	Implement a proactive training program assisting 911 Telecommunicators and conduct a policy analysis of the 911 Dispatch center	
Chief Handy	Completion Date	Third Quarter 2016
Objective 1.4	Purchase Mobile Data Terminals (MDT's) in all apparatus	
Chief Wallace	Completion Date	Fourth Quarter 2017
Objective 1.5	Purchase Automatic Vehicle Locators (AVL's) in all apparatus	
Chief Wallace	Completion Date	Fourth Quarter 2017
Strategic Goal: 2	Increase staffing to meet the needs set forth by NFPA 1710 and the SFES Risk Assessment Model.	
The purpose of this standard is to specify the minimum criteria addressing the effectiveness and efficiency of career public fire suppression operations and special operations delivery in protecting the citizens of Savannah.		
Objective 2.1	Under the SAFER Grant implement 15 new firefighter positions into the response matrix	
Chief Wallace	Completion Date	Fourth Quarter 2016
Objective 2.2	Fill vacancies in order to maintain NFPA 1710 staffing compliance by conducting recruit schools.	
Chief Wallace	Completion Date	Fourth Quarter 2016
Objective 2.3	Under the SAFER Grant implement 10 new firefighter positions into the response matrix	
Chief Wallace	Completion Date	Fourth Quarter 2017
Objective 2.4	Promote SFES Brand through Recruitment Outreach Program	
Chief McCutchen	Completion Date	Fourth Quarter 2020



Strategic Goal 3	Continue development of the Health and Wellness Initiative. (NFPA 1500)	
The 1500 Standard includes safety requirements in regards to protective clothing and equipment, medical and physical requirements, and health and wellness programs for individuals involved in the following: fire suppression, rescue, emergency medical services, hazardous materials operations and special operations.		
Objective 3.1	Promote SFES Critical Incident Stress Management through member participation and training	
Chief McDaniel	Completion Date	Fourth Quarter Annual
Objective 3.2	Recognize employee achievements through annual award/recognition ceremony	
	Completion Date	Annual
Objective 3.3	Continue partnership with St. Joseph's Candler to provide annual bloodwork and physicals	
Chief Gaskill	Completion Date	Fourth Quarter Annual
Objective 3.4	Enhance and encourage the health and fitness of all employees by providing gym memberships and ensuring companies attend 1 hour of physical fitness per shift	
Chief Gaskill	Completion Date	Fourth Quarter Annual
Objective 3.5	Purchase a second nomex hood for all employees to reduce cancer risk of contaminated gear	
Chief Wallace	Completion Date	Third Quarter 2016
Objective 3.6	Creation of a second Safety Officer position	
Chief Wallace	Completion Date	Second Quarter 2018

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Strategic Goal 4	Increase service and deployment capabilities in existing and annexed Response Districts.	
As the City of Savannah expands westward, the need for additional services will be required. The scope of services will be contingent of the Standards of Cover and Risk Analysis.		
Objective 4.1	Conduct SFES Risk Assessments through annual Pre Fire Plans and Fire Marshal’s Office for accurate risk assessment in all Response Zones	
Chief McDaniel	Completion Date	Fourth Quarter Annual
Objective 4.2	Completion of Station 15 in the Sweetwater subdivision for increased service deliverability and coverage	
Chief Wallace	Completion Date	Third Quarter 2017
Objective 4.3	Complete construction of a new Training Academy for a modern facility to deliver training to enhance the knowledge, skills and abilities for fire department personnel	
Chief Wallace	Completion Date	Fourth Quarter 2016
Objective 4.4	Secure funding in capital improvement plan for a new fire station near Jimmy DeLoach Pkwy and I-95, which will contain an Engine/Rescue and personnel	
Chief Wallace	Completion Date	Second Quarter 2017
Objective 4.5	Complete construction of a Public Safety/Fire station on Hutchinson Island containing an Engine and Truck (Marine 1) and personnel	
Chief Wallace	Completion Date	Fourth Quarter 2018
Objective 4.6	Complete construction of a new station at New Hampstead East location, Engine/Rescue and 30 personnel	
Chief Wallace	Completion Date	Fourth Quarter 2019
Objective 4.7	Complete construction of a new station at New Hampstead West location Engine/Truck and 30 personnel	
Chief Wallace	Completion Date	Fourth Quarter 2020
Objective 4.8	SFES develops and maintains outside relationships that support its mission, operations, or cost effectiveness.	
Mark Keller	Completion Date	Third Quarter Annual
Objective 4.9	External agreements are current and support organizational objectives	
Chief Handy	Completion Date	Fourth Quarter Annual
Objective 4.10	Fire building maintenance	
Chief Wallace	Completion Date	First Quarter 2018



Strategic Goal 5	Analyze SFES’s current policies to ensure they meet departmental needs, and compliance with current federal, state, and local standards	
Policy analysis is a means of synthesizing information through research in order to make data based policy decisions.		
Objective 5.1	Empower all employees to partake SFES policy and procedure development in order to drive the organization to the standard of "Excellence".	
Chief Alberts	Completion Date	Fourth Quarter Annual
Objective 5.2	Create a user-friendly library for employees to references all polices, rules, and regulations through a document software management program.	
Chief Rentiers	Completion Date	Fourth Quarter 2017

Strategic Goal 6	Implement and evaluate records management system.	
SFES relies on the accuracy of all data logged into the RMS for future planning, inventory, and data collection		
Objective 6.1	Allocate funding for an Administrative Secretary in the Training Division for record and data management	
Chief Wallace	Completion Date	Completed
Objective 6.2	Complete a thorough review of all employee personnel and training files	
Chief McCutchen	Completion Date	Fourth Quarter 2016
Objective 6.3	Develop and deliver training to employees on effective data entry and correct use of the RMS	
Chief McCutchen	Completion Date	Fourth Quarter 2016
Objective 6.4	Utilize all modules of current RMS to its greatest potential	
Chief Wallace	Completion Date	Fourth Quarter 2016
Objective 6.5	Allocate funding for a Project Management position to assist with the management of data pertaining to SFES	
Chief Wallace	Completion Date	First Quarter 2017



Strategic Goal 7	Maintain ISO Classification and Accreditation Status.	
These outside agencies ensure the highest level of service is delivered to the citizens, business owners, and visitors of the City of Savannah.		
Objective 7.1	Organize an ISO & Accreditation Task Force	
Chief Alberts	Completion Date	First Quarter 2017
Objective 7.2	Send ISO & Accreditation Task Force members to training seminars for the most current standards and/or versions.	
Chief Alberts	Completion Date	Fourth Quarter 2017

Strategic Goal 8	Increase employee development through training and education.	
The fire service is a dynamic profession that requires firefighters to constantly learn new concepts and innovative skills.		
Objective 8.1	Develop the SFES Fire Officer Academy for all aspiring company officers	
Chief McCutchen	Completion Date	Fourth Quarter Annual
Objective 8.2	Additional specialized training in the fields of technical rescue, hazardous material, Industrial/Marine and Emergency Medical response.	
Chief Vickers	Completion Date	Fourth Quarter Annual
Objective 8.3	Obtain higher education through accredited universities outlined in the Career Development Plan.	
Chief McCutchen	Completion Date	Fourth Quarter Annual
Objective 8.4	Promote Executive level training for company and chief officers through Industry partnerships and the National Fire Academy.	
Chief Alberts	Completion Date	Fourth Quarter Annual
Objective 8.5	Select Master Firefighters to attend Management Development training through the City of Savannah.	
Chief Alberts	Completion Date	Fourth Quarter Annual
Objective 8.6	Completion of an All Hazards Container Training System to support the different levels and types of training.	
Chief McCutchen	Completion Date	Fourth Quarter 2019

Savannah Fire & Emergency Services Strategic Plan 2016-2020



Savannah Fire & Emergency Services Strategic Plan 2016-2020 Fiscal Outlook											
		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020	
Strategic Goal: 1	Ensure first Arriving and Effective Response Force units meet established SFES benchmarks outlined in the Standards of Cover	One Time Purchase	Reoccurring Cost	One Time Purchase	Reoccurring Cost	One Time Purchase	Reoccurring Cost	One Time Purchase	Reoccurring Cost	One Time Purchase	Reoccurring Cost
Objective 1.3	Implement a proactive training program assisting 911 Tele communicators and conduct a policy analysis of the 911 Dispatch center		200		500		500		500		500
Objective 1.4	Purchase Mobile Data Terminals (MDT's) in all apparatus			54,000							
Objective 1.5	Purchase Automatic Vehicle Locators (AVL's) in all apparatus			51,000							
Strategic Goal: 2	Increase staffing to meet the needs set forth by NFPA 1710 and the SFES Risk Assessment Model										
Objective 2.1	Under the SAFER Grant implement 15 new firefighter positions into the response matrix	SAFER Grant									
Objective 2.2	Fill vacancies in order to maintain NFPA 1710 staffing compliance by conducting recruit schools.		90,000		90,000		90,000		90,000		90,000
Objective 2.3	Implement 10 new firefighter positions into the response matrix			505,700							
Objective 2.4	Promote SFES Brand through Recruitment Outreach Program				5,000		5,000		5,000		5,000
Strategic Goal: 3	Continue development of the Health and Wellness Initiative (NFPA 1500)										
Objective 3.1	Promote SFES Critical Incident Stress Management through member participation and training		5,110.00		3,500		3,500		3,500		3,500
Objective 3.2	Recognize employee achievements through annual award/recognition ceremony		3,000		3,500		3,500		3,500		3,500
Objective 3.3	Continue partnership with St. Joseph's Candler to provide annual bloodwork and physicals		170,000		170,000		170,000		170,000		170,000
Objective 3.4	Enhance and encourage the health and fitness of all employees by providing gym memberships and ensuring companies attend 1 hour of physical fitness per shift		12,000		12,000		12,000		12,000		12,000
Objective 3.5	Purchase a second nomex hood for all employees to reduce cancer risk of contaminated gear	Completed in 2016									
Objective 3.6	Creation of a second Safety Officer position					65,000					

Savannah Fire & Emergency Services Strategic Plan 2016-2020



Savannah Fire & Emergency Services Strategic Plan 2016-2020 Fiscal Outlook											
		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020	
Strategic Goal	Description	One Time Purchase	Reoccurring Cost								
Strategic Goal 4	Increase service and deployment capabilities in existing and annexed Response Districts.										
Objective 4.2	Completion of Station 15 in the Sweetwater subdivision for increase service deliverability and coverage.	3,100,000									
Objective 4.3	Complete construction of a new Training Academy for a modern facility to deliver training to enhance the knowledge, skills and abilities	1,700,000									
Objective 4.4	Secure funding in capital improvement plan for a new fire station near Jimmy DeLoach Pkwy and I-95, which will contain an Engine/Rescue and personnel			6,829,000							
Objective 4.5	Complete construction of a Public Safety/Fire station on Hutchinson Island containing an Engine and Truck (Marine 1) and personnel.					6,004,000					
Objective 4.6	Complete construction of a new station at New Hampstead East location, Engine/ Rescue and 30 personnel.							6,529,000			
Objective 4.7	Complete construction of a new station at New Hampstead West location Engine/ Truck and 30 personnel.									7,329,000	
Objective 4.10	Fire building station maintenance					100,000					
Strategic Goal 5	Analyze SFES's current policies to ensure they meet departmental needs, and compliance with current federal, state, and local standards.										
Objective 5.2	Create a user-friendly library for employees to reference all policies, rules, and regulations through a document software program.				3,500		3,500		3,500		3,500

Savannah Fire & Emergency Services Strategic Plan 2016-2020



Savannah Fire & Emergency Services Strategic Plan 2016-2020 Fiscal Outlook											
		Fiscal Year 2016		Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020	
Strategic Goal	Objective	One Time Purchase	Reoccurring Cost								
Strategic Goal 6	Implement and evaluate records management system.										
Objective 6.1	Allocate funding for an Administrative Secretary in the Training Division for record and data management.	44,400									
Objective 6.2	Complete a thorough review of all employee personnel and training files.	500									
Objective 6.5	Allocate funding for a Project Manager position to assist with the management of data pertaining to SFES.			77,000							
Strategic Goal 7	Maintain ISO Classification and Accreditation Status.										
Objective 7.2	Send ISO & Accredited Task Force members to Training seminars for the most current standards and/or versions.				2,500		2,500		2,500		2,500
Strategic Goal 8	Increase employee development through training and education.										
Objective 8.2	Offer additional specialized training in the fields of technical rescue, hazardous material, Industrial/ Marine and Emergency Medical response.				133,025		130,025		133,025		130,025
Objective 8.3	Obtain higher education through accredited universities outlined in the Career Development Plan.		55,000		55,000		55,000		55,000		55,000
Objective 8.4	Promote Executive level training for company and chief officers through Industry partnerships and the National Fire Academy.		2,520		2,520		2,520		2,520		2,520
Objective 8.6	Completion of an All Hazards Container Training System to support levels of training.							1,250,000			



Appendix



Savannah Fire & Emergency Services request your assistance as we address our priorities. Please take a few minutes to complete this Customer Survey. Your help will allow us to better serve the Community.

1. Which of the following best describes you? (Choose all that apply)

- City of Savannah Resident (Taxpayer)
- Business Owner
- Industrial Facility
- Visitor
- Military

2. Please review all the choices listed in each category, and select two (2) from each category that are most important to you.

Firefighter Professional Development	Fire Equipment and Facilities	Emergency Response and Service Delivery	Community Outreach Programs
<ul style="list-style-type: none"> <input type="radio"/> Advanced Education <input type="radio"/> Advanced Training and Skills <input type="radio"/> Courteous <input type="radio"/> Trustworthy <input type="radio"/> Physically Fit <input type="radio"/> Other 	<ul style="list-style-type: none"> <input type="radio"/> Technologically advanced <input type="radio"/> Cost Efficient <input type="radio"/> Accessible/ inviting to the public 	<ul style="list-style-type: none"> <input type="radio"/> Quick Response to 911 Calls <input type="radio"/> Firefighting <input type="radio"/> Technical Rescue <input type="radio"/> Hazardous Materials Response <input type="radio"/> Water Rescue 	<ul style="list-style-type: none"> <input type="radio"/> Fire Prevention Inspections <input type="radio"/> Public Fire Safety Education <input type="radio"/> Smoke Detector Program <input type="radio"/> Blood Pressure Checks <input type="radio"/> Community Emergency Response Training <input type="radio"/> Demographics represent the City's Population

3. How was your interaction with Savannah Fire & Emergency Services? (Select one)

- Extremely Positive
 Positive
 Neutral
 Negative
 Extremely Negative

4. Rate Savannah Fire & Emergency Services

	Excellent	Good	Fair	Poor
Quality of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Which Contact Method do you prefer for receiving outreach information

- Email
 Postal mail
 TV / Radio/Newspaper
 Community Canvassing
 Telephone
 City Website
 Organization Presentations
 Community Meetings



“Committed to those we serve, while planning for tomorrow’s challenges”