



Savannah Fire Department

2020– 2024 Strategic Plan

Strategic Planning Team

Savannah Fire Department 2020-2024 Strategic Plan



Fire Chief

Derik Minard

Logistics

Assistant Chief Elzie Kitchen

Operations

Assistant Chief William Handy

Strategic Plan Developer/ Accreditation Manager

Battalion Chief Jeff Alberts

Strategic Planning Task Force

Assistant Chief Curtis Wallace

Battalion Chief Thomas Dent

Captain Scott Boyd

Fire Engineer Tim Doherty

Fire Engineer Mike Dodd

Message From Fire Chief Derik Minard

Savannah Fire Department 2020-2024 Strategic Plan



I am proud to present the Savannah Fire Department's 2020-2024 Strategic Plan. Successful organizations have a strategic focus and use detailed plans in fulfilling their missions. The Savannah Fire Department became accredited through the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI) in 2016. The accreditation process prompted our agency to strategically evaluate our progress in serving the community.

Savannah is a unique and diverse city, which has been in existence since 1733. It is a community with a historical foundation and modern development. We are a diverse community, requiring a cross-section of people to serve the wide variety of needs among citizens, businesses and guests. This process requires a collaborative effort between the fire

department, city, and community members.

A diverse group of internal and external stakeholders was established to evaluate the community from a hazards, life safety, and life quality perspective. The men and women of Savannah Fire Department used the stakeholders' vision, values, experience, and processes to identify community and departmental needs. In addition, the external stakeholders brought focus to the department and helped identify priorities important to all. This resulted in developing goals and tasks to serve the community while ensuring they were in line with the City of Savannah's strategic plan.

When developing the strategic plan, it was essential that our organization be open to change and conduct a thorough analysis identifying strengths, weaknesses, opportunities, and threats (SWOT). This examination began internally. The external stakeholders were part of a task force, which attended meetings to perform this in-depth review from their perspective. The efforts by all parties identified areas of focus. The goals were narrowed to create an approach that could be accomplished in a five-year time frame. Some of the highlights include:

- Promote Community Risk Reduction (CRR) initiatives to foster safer neighborhoods through identifying vulnerable populations, hazards within the community, and developing programs to address specific issues.
- Enhance the current Health and Wellness program of the fire department to encompass physical, mental and individual assistance.
- Savannah Fire Department will seek to recruit diverse and well qualified employees.
- Develop and implement basic life support response within the City of Savannah by 2023.
- Develop and implement internal SFD programs that promote cost savings and increase efficiencies.

Since 1759, the Savannah Fire Department has been committed to those we serve. This plan is a reflection of how we will proceed for the next five years. On behalf of the men and women of the Savannah Fire Department, it is an honor to serve the citizens, businesses, and guests of our city.

A handwritten signature in black ink, appearing to read 'Derik Minard', located at the bottom right of the page.

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Overview of the City of Savannah

Savannah Fire Department 2020-2024 Strategic Plan

- Over 25 Fortune 500 Employers
- Over 20 Employer Headquarters
- Over 15 International Companies
- Largest Single container port in North America
- Savannah Hilton Head International Airport
- Port of Savannah
- Three Interstates
- First planned city in the U.S.
- One of the largest National Historic Districts in U.S.
- Hostess City of the South
- Destination City
- Population: 145,094
- Square Miles: 108
- Visitors: 14 Million Annually
- Two Class I Railroads

Background Information

Savannah Fire Department 2020-2024 Strategic Plan

On March 11, 1825, City of Savannah City Council appointed, by authority of the State Legislature, 20 persons to form the Savannah Fire Company (SFC). All engine houses, apparatus and equipment in the city were turned over to the Savannah Fire Company. Today, the SFC is the Savannah Fire Department (SFD) which operates under the State Code Title 25, Chapter 3, and Article 2. Under this code, SFR is authorized to legally respond to all emergency incidents within the City of Savannah's (COS) 111 square miles jurisdiction.

SFD is consistently striving to provide more efficient and professional services to the residents and visitors to the COS. Each year, the City of Savannah observes millions of visitors and a transient work force population of 60,000 people from neighboring cities and counties. With a census population of 145,094, these two factors (visitors and the transient workforce) increase the city's population to over 200,000 people during normal business hours.

To allocate SFD's resources in the most proficient manner, SFD utilizes data driven decision making and strong fiscal management practices to ensure a positive outcome for the different risks associated with our community. Currently, SFD is funded through the General Fund from tax revenues collected from property and sales taxes. Utilizing the Budget Resource and Guide book (BRAG), SFD formulates a budget in accordance within City policy and the Savannah Forward Strategic Plan. This budgetary process has allowed the COS to receive the

Certificate of Achievement for Excellence in Financial Reporting.

SFD is an "All Hazards" career department that provides a wide spectrum of emergency services. Currently, the department is organized into three divisions, Operations, Logistics and Emergency Management. Operational services include: fire suppression, hazardous materials and technical rescues. To support these services, SFD consists of 321 firefighters assigned to one of three shifts, working out of 15 stations. The Logistics section includes: fire education and prevention office, fire investigations, training, facility maintenance, fleet and supply. In addition, the Logistics department also serves as the human resources and budget/finance sectors. The Emergency Management division focuses on citywide emergency management preparedness, mitigation, response and recovery operations during high risk events within our community.

The information in this document demonstrates the vision for SFD for 2020-2024. Utilizing input from both our internal and external customers, this strategic plan demonstrates how SFD will meet the challenges of tomorrow.



SFD Vision, Mission and Culture

Savannah Fire Department 2020-2024 Strategic Plan

SFD Vision

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

SFD Mission Statement

The Savannah Fire Department is committed to serving and educating our city with exceptional customer service and superior emergency response. Our services are designed to reduce community risks and mitigate hazards threatening life, property, and the environment in an atmosphere that encourages innovation, professional development, and diversity.

SFD Cultural Statement

“Committed to those we serve”

SFD Organizational Principles

Professionalism

Diversity

Trust

Service Excellence

Loyalty

Accountability

Safety

Customer & Employee Satisfaction

Teamwork

Effective Communication

Leadership

Savannah Fire Department Overview

Savannah Fire Department 2020-2024 Strategic Plan



SFD Resources



Stations	Operations	Admin	Engines	Rescues	Trucks	Marine
15	318	18	15	2	5	2



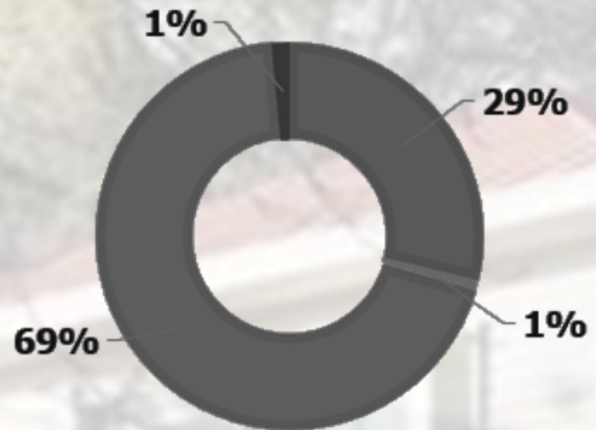
Five-Year Incident Data

Year	Fires	Technical Rescue	Hazardous Materials	Non- Fire	Total Incidents
2019*	843	166	618	5,276	6,903
2018	905	156	747	5,951	7,759
2017	927	212	747	6,034	7,920
2016	1,273	217	920	6,037	8,447
2015	851	163	778	5,412	7, 204

* Partial Year
(November 15, 2019)

BUDGET PERCENTAGE

■ Fire Chief
■ Fire Operations
■ Emergency Management
■ Hazardous Materials



Budget Overview

Year	Fire Chief's Office	Emergency Management	Fire Operations	Hazardous Materials	Total
2019	9,422,953	266,326	22,655,518	474,575	32,819,372
2018	9,517,467	217,594	23,262,676	467,557	33,465,294
2017	7,442,067	184,483	22,299,546	584,372	30,510,468



Community Outreach

Year	Smoke Alarms Installed	Home Fire Safety Checks	Adult Contacts	Children Contacts
2018	617	3651	12349	8870
2017	114	706	9134	5673
2016	102	118	9225	4767



Key Structure Fire Performance Data

Performance	Benchmarks	Actual Performance at 90th percentile
Turnout	80 seconds	1:09 seconds
First Unit Travel Time	4:00 minutes	3:59 minutes
*ERF Travel Time	8:00 minutes	7:01 minutes
Civilian Fire Injuries	0 Injuries	44 (2015- 2018)
Civilian Fire Deaths	0 deaths	7 deaths

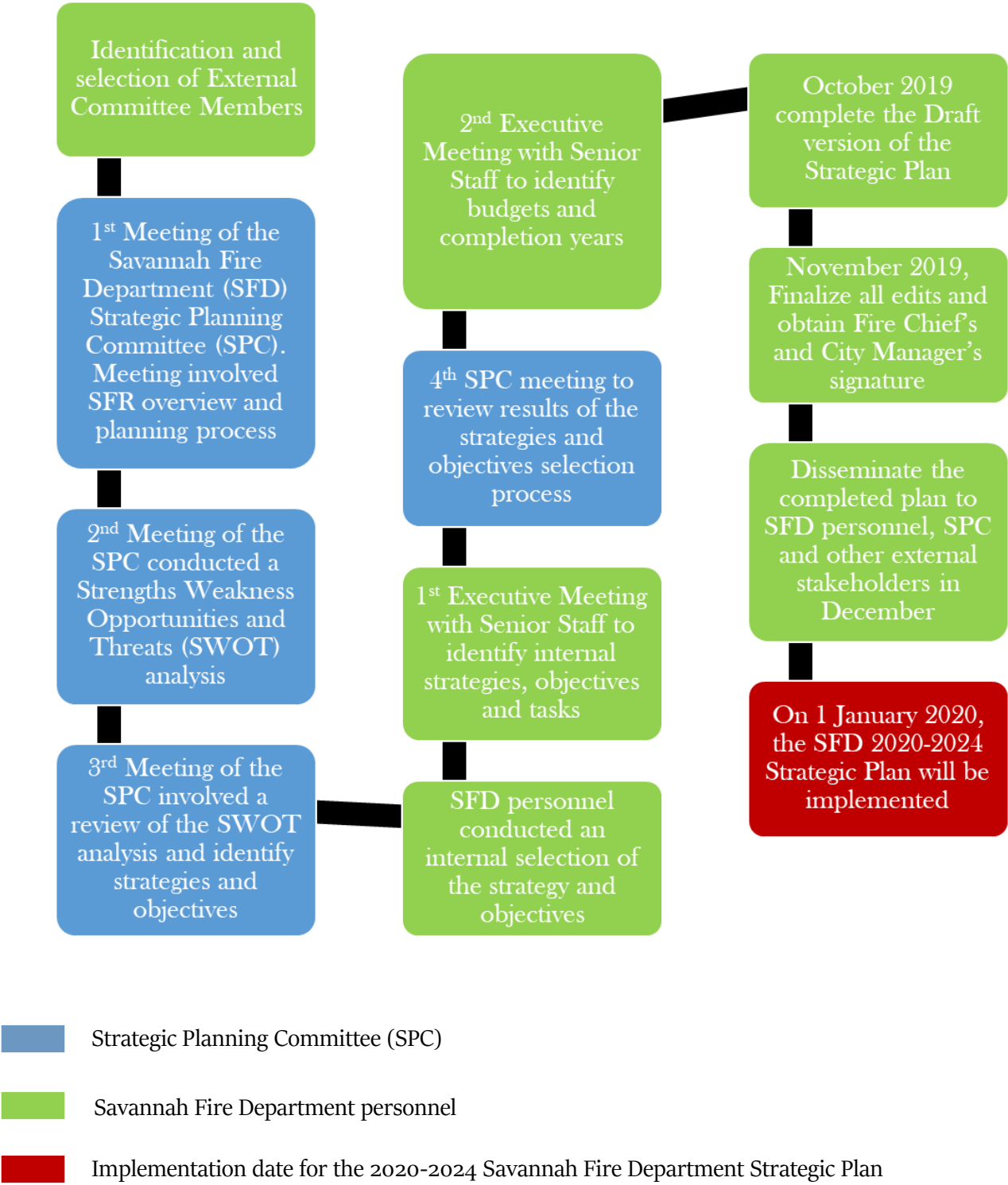
Strategic Planning Partners

Savannah Fire Department 2020-2024 Strategic Plan

Name	Organization
Adriana Tatum-Howard	Girl Scouts
Brad Christman	Gordonston Association
Carol Barbee	St. Joseph/Candler Hospital
Commander Witt	Captain of the Port USCG
David Carson	St. Joseph/Candler Hospital
Don Sullens	Chatham Emergency Management Agency
Fire Chief Wade Simmons	Pooler Fire Rescue
Gloria Williams	Savannah Resident
Jason Hunt	Georgia Ports Authority
Kathy Carlson	St. Joseph/Candler Hospital
Kurt Hetager	Savannah-Chatham County Public School System
Larry Jackson	Savannah-Chatham County Public School System
Lizanne Roberts	Coastal Ga. Exec. Director
Mahogany Bowers	Blessings in a Bag
Mandy Tekhorn	Metropolitan Planning Commission
Mark Gibbs	Savannah Marine Safety Unit
Melanie Willoughby	St. Joseph/Candler Hospital
Nick Palumbo	Savannah Resident
Pratt Summers	Colonial Oil Group
Robert Penniman	Kinder Morgan
Tawn Foltz	New Hampstead High School Principal
Tom Danello	St. Joseph/Candler Hospital
Special Thanks	
Father Lyons	Sacred Heart Catholic Church
Jenel Few	Savannah Fire Department
Patricia Perry	Savannah Fire Department
Shannon Boggs	Savannah Fire Department
Latoya Rivers	Savannah Fire Department

Strategic Planning Process

Savannah Fire Department 2020-2024 Strategic Plan



Reading the Strategic Plan

Savannah Fire Department 2020-2024 Strategic Plan

The Savannah Fire Department 2020-2024 Strategic Plan was developed to meld with the City of Savannah’s Strategic Plan “Savannah Forward” and at the same time enhance Savannah Fire's strengths and overcome any challenges outlined in the Strengths, Weakness, Opportunities and Threats (SWOT) analysis. In order to read the document, a “Key” is provided for the reader to ensure our goals, objectives and tasks are clearly communicated to both our internal and external customers.

Under each Strategic Goal are symbols which tie the strategic goal to the City of Savannah's Strategic Plan. These symbols are listed under the Savannah Forward title below. Under each objective, a series of tasks which support that objective and the related goal are listed. The timeline, budget and completion date are included within each task. The timeline dictates when the task will be completed. The budget identifies it as a one time cost or annual cost. Finally, the completion date identifies the exact date this task will be completed. In addition to this information, each task will also have a Task Responsibility icon attached to it. This icon will allow the reader to locate and direct any questions or actions to the appropriate SFD personnel. These icons are listed under the Savannah Fire Department title.



Savannah Fire Department

Fire Chief's Office



Fire Logistics



Fire Operations



Emergency Management



Fire Prevention Office



Training Division



Health and Safety

Strategic Goals, Objectives and Tasks

Savannah Fire Department 2020-2024 Strategic Plan

SAVANNAH FIRE

Strategic Goal 1: Develop and maintain community partnerships that promote training, education and provide an outlet for the community to communicate with SFD.

Objective I Update and increase Savannah Fire Department (SFD) digital footprint to promote open communications to both internal and external customers.

Tasks

- ☐ Update SFD's website to be current and user friendly to all customers.

Timeline: 1st Quarter 2020

Budget: \$1k annually

Date Completed:



Fire Chief's Office: Public Information Officer

- ☐ Develop real-time situational boards to show performance measures to both internal and external customers.

Timeline: 1st Quarter 2022

Budget: \$6,500 initial \$1,500 annually

Date Completed:



Fire Logistics: Planning Office

- ☐ Ensure SFD is represented on social media sites and provides accurate and timely information.

Timeline: 1st Quarter 2020

Budget: No Funding Required

Date Completed:



Fire Chief's Office: Public Information Officer

- ☐ Acquire and Utilize new technologies to promote SFD's Customer Survey.

Timeline: 1st Quarter 2021

Budget: \$1k annually

Date Completed:



Fire Chief's Office: Public Information Officer

Objective II Develop partnerships with other local agencies to support response, coverage and services.

Tasks

- ☐ Develop Automatic Aide Agreements with other local fire agencies.

Timeline: 4th Quarter 2020

Budget: No Funding Required

Date Completed:



Fire Operations: Assistant Chief

- ☐ Create Fire Investigation position

Timeline: 1st Quarter 2021

Budget: \$122,147 initial 75,144 annually

Date Completed:



Fire Prevention Office: Fire Prevention Chief

- ☐ Update all Memorandum of Understandings (MOU's) with Geographic Information annexes.

Timeline: 3rd Quarter 2020

Budget: No Funding Required

Date Completed:



Fire Operations: Assistant Chief

- ☐ Create Emergency Management Coordinator position

Timeline: 1st Quarter 2021

Budget: \$141,230 initial \$79,503 annually

Date Completed:



Emergency Manager

Strategic Goal 1: Develop and maintain community partnerships that promote training, education and provide an outlet for the community to communicate with SFD.

- ☐ Conduct annual training activities with SFD mutual aid agreement partners to operations.

Timeline: 1st Quarter 2021

Budget: No Funding Required

Date Completed:



Training Division: Training Chief

- ☐ Create an Industrial Preparedness Program between industrial partners and SFD to increased awareness within the Industrial Zones

Timeline: 2nd Quarter 2023

Budget: No Funding Required

Date Completed:



Fire Prevention Office: Fire Prevention Chief

Objective III Promote diversity in the fire service by enhancing educational and career programs with local partners to reflect the community we serve.

Tasks

- ☐ Research and implement Explorer program to promote fire service careers to youth

Timeline: 4th Quarter 2024

Budget: 1k annually

Date Completed:



Training Division: Training Chief

- ☐ Develop partnerships with neighboring organizations to increase diversity and women in fire safety roles.

Timeline: 4th Quarter 2020

Budget: 1,500 annually

Date Completed:



Training Division: Training Chief

Objective IV Identify low income and at risk populations to promote Community Risk Reduction (CRR) initiatives to foster safer neighborhoods.

Tasks

- ☐ Create a Fire Safety Educator Position

Timeline: 1st Quarter 2021

Budget: \$125,605 initial \$79,503k annually

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Create a Community Risk Reduction Officer position

Timeline: 1st Quarter 2021

Budget: \$117,130 initial \$71,027k annually

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Identify vulnerable populations and address fire safety issues

Timeline: 1st Quarter 2021

Budget: No Funding Required

Date Completed:



Fire Logistics: Planning Office

- ☐ Add an addition Fire Inspector to the Fire Prevention Office

Timeline: 1st Quarter 2021

Budget: \$117,928 initial \$71k annually

Date Completed:



Fire Prevention Office: Fire Prevention Chief

Strategic Goal 1: Develop and maintain community partnerships that promote training, education and provide an outlet for the community to communicate with SFD.

Objective V Conduct community outreach programs to foster effective communication and education programs with our community partners.

Tasks

- ☐ Instruct the International Association of Firefighters (IAFF) Operations 101 presentation to elected and public entities

Timeline: 2nd Quarter 2021

Budget: IAFF 574 Partnership

Date Completed:



Fire Operations: Assistant Chief

- ☐ Conduct a Savannah Fire Department Citizens Fire Academy.

Timeline: 2nd Quarter 2021

Budget: \$2k annually

Date Completed:



Fire Operations: Assistant Chief

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

Strengths

- Positive Customer Service Interaction
- Experience and Training of Personnel
 - ISO Class I and Accredited
- Community Outreach Programs
 - Incident Mitigation
- Rapid Response and Coverage of the City

Weaknesses

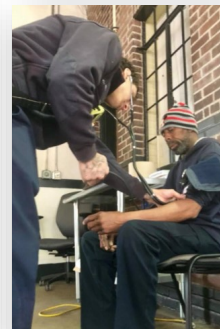
- Communication with Customers
 - Reduced Staffing Levels
- Fire Presence on City's Westside
- Limited Community Risk Reduction Programs
 - Recruitment and Retention
- Collaboration with Outside Fire Agencies

Opportunities

- Increase Community Involvement
- Implement Automatic Aid Agreements
- Improve Community Risk Reduction and PFSE Programs
 - Public Safety Sales Tax
 - Impact Fees

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
 - Aging Infrastructure
 - Retention of Personnel
 - Serviceability of Fleet
- Growth of the City- Increase Service Demands



Strategic Goal 2

Savannah Fire Department 2020-2024 Strategic Plan



Strategic Goal 2: Create and foster a diverse, professional workforce that promotes health, wellness and safety.

Objective One: Improve the current program for early detection of cancers among operational personnel that meets industry best practices for Cancer Reduction initiatives.

Tasks

- Conduct and update (when necessary) the annual bloodwork and Physical assessment to meet National Fire Protection Administration (NFPA) 1582 standards.

Timeline: Annually

Budget: \$120k plus 7.5k for updates

Date Completed:



Fire Logistics: Assistant Chief

- Develop a Standard Operating Guideline on Cancer Prevention initiatives and actions for SFD personnel.

Timeline: 2nd Quarter 2020

Budget: No funding Required

Date Completed:



Health and Safety Officer

Objective Two: Enhance the current Health and Wellness program to encompass mental and individual assistance.

Tasks

- Implement a knowledge campaign to all employees of SFD on the services offered through the Employee Assistance Program.

Timeline: 4th Quarter 2020

Budget: No Funding Required

Date Completed:



Fire Operations: CISM Program Manager

- Update access to physical fitness organizations and equipment.

Timeline: 4th Quarter 2020

Budget: \$4k annually

Date Completed:



Health and Safety Officer

- Develop public safety Critical Incident Stress Management partnership with other agencies to enhance the CISM team.

Timeline: 1st Quarter 2021

Budget: \$4k annually

Date Completed:



Fire Operations: CISM Program Manager

- Create a Nationally certified and accredited Critical Incident Stress Management (CISM) Team.

Timeline: 4th Quarter 2023

Budget: To be Grant Funded

Date Completed:



Fire Operations: CISM Program Manager



Strategic Goal 2: Create and foster a diverse, professional workforce that promotes health, wellness and safety.

Objective Three: Savannah Fire Department will seek to recruit and train a diverse and well qualified workforce.

Tasks

- ☐ Research feasibility of implementing psychological and mental health assessments for new hires.

Timeline: 4th Quarter 2021

Budget: No funding Required

Date Completed:



Training Division: Training Chief

- ☐ Create Recruitment Officer position to promote demographic equity within SFD.

Timeline: 1st Quarter 2021

Budget: \$120k initial 75k annually

Date Completed:



Training Division: Training Chief

- ☐ Research and implement a department wide reorganization to enhance administrative and operational efficiencies.

Timeline: 1st Quarter 2021

Budget: \$1.95 million annually (SAFER Grant)

Date Completed:



Fire Chief's Office: Fire Chief

- ☐ Design and implement a career development pathway that ensures equity.

Timeline: 4th Quarter 2021

Budget: No funding Required

Date Completed:



Training Division: Training Chief

- ☐ Create Recruitment Assistant position to promote demographic equity within SFD.

Timeline: 1st Quarter 2021

Budget: \$100k initial 55k annually

Date Completed:



Training Division: Training Chief

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

Strengths

- Robust Health and Safety Program
- Annual Health and Blood Screens
- Experience and Training of Personnel
 - ISO Class I and Accredited
- In House Recruit Training Program
- Access to CISM and EAP Programs

Weaknesses

- Lack of Women in the Fire Service
- Reduced Staffing Levels
- No Psychological Testing for New Hires
- Updating Training Center Props
- Recruitment and Retention

Opportunities

- Increasing Involvement in Recruiting
- Partnerships with Healthcare Facilities
- Implement Automatic Aid Agreements
- Improve CRR and PFSE Programs
- Fire Service Fee

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
 - Aging Infrastructure
- Retention of Personnel
- Growth of the City- Increase Service Demands

Strategic Goal 3

Savannah Fire Department 2020-2024 Strategic Plan



Strategic Goal 3: Instill a culture of service excellence to ensure organizational success.

Objective One: Research and utilize technology to enhance the planning, communication and decision-making processes within SFD

Tasks

- ☐ Develop and implement digital logbook through the current Records Management System

Timeline: 3rd Quarter 2020

Budget: No funding Required

Date Completed:



Fire Operations: Assistant Chief

- ☐ Create an Research and Planning Chief position.

Timeline: 1st Quarter 2021

Budget: \$167,011 initial 132,053k annually

Date Completed:



Fire Chief's Office: Fire Chief

- ☐ Implement FireCARES and the National Fire Operations Reporting System (NFORS) to provide a picture on the demographics of the community SFD serves.

Timeline: 4th Quarter 2020

Budget: \$8.5k annually

Date Completed:



Fire Logistics: Planning Office

- ☐ Utilize documentation Management Software program to ensure communications are managed and disseminated to all employees for consistency.

Timeline: 1st Quarter 2021

Budget: \$8k annually

Date Completed:



Fire Logistics: Planning Office

Objective Two: Implement Morale, Welfare and Recreation programs that support organizational successes.

Tasks

- ☐ Research and implement a SFD family day to promote morale and internal relationships among staff members and family members

Timeline: 2nd Quarter 2020

Budget: IAFF 574 and External Partnerships

Date Completed:



Fire Operations: Assistant Chief

- ☐ Research and implement an annual Public Safety Awards dinner or banquet to honor the achievements of the men and women of SFD.

Timeline: 4th Quarter 2021

Budget: \$5k annually

Date Completed:



Fire Operations: Assistant Chief



Strategic Goal 3: Instill a culture of service excellence to ensure organizational success.

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

Strengths

- Positive Customer Service Interaction
- Experience and Training of Personnel
 - ISO Class I and Accredited
- Community Outreach Programs
- Apparatus and Equipment
- Rapid Response and Coverage of the City

Weaknesses

- Communicating with Customers
- Reduced Staffing Levels
- Fire Presence on City's Westside
- Limited Community Risk Reduction Programs
- Recruitment and Retention
- Not Providing EMS Services

Opportunities

- Increase community involvement
- Implement Automatic Aid Agreements
- Improve CRR and PFSE Programs
 - Public Safety Sales Tax
 - Impact Fees

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
 - Aging Infrastructure
 - Retention of Personnel
 - Serviceability of Fleet
- Growth of the City- Increase Service Demands



Strategic Goal 4

Savannah Fire Department 2020-2024 Strategic Plan



Strategic Goal 4: Provide Benchmark level services equally throughout the jurisdiction

Objective One: Implement Basic Emergency Medical Services within the City of Savannah by 2023

Tasks

- ☐ Train Operational personnel to EMT- Basic level.

Timeline: 4th Quarter 2022

Budget: \$11k annually

Date Completed:



Fire Operations: Medical Services Officer

- ☐ Implement a Learning Management Software program for EMS certifications.

Timeline: 4th Quarter 2020

Budget: \$25k annually

Date Completed:



Fire Operations: Medical Services Officer

- ☐ Create a Fire Medical Services Chief Officer position.

Timeline: 1st Quarter 2021

Budget: \$186,829 initial 113k annually

Date Completed:



Fire Operations: Assistant Chief

- ☐ Create an Emergency Medical Services Instructor position.

Timeline: 4th Quarter 2022

Budget: \$110,000 initial 71k annually

Date Completed:



Fire Operations: Assistant Chief

Objective Two: Provide benchmark level service delivery to developing annexed areas in SFD's jurisdiction

Tasks

- ☐ Establish a modular station and staffing for the New Hampstead area by 2022.

Timeline: 4th Quarter 2022

Budget: \$670k (Capital Improvement Budget)

Date Completed:



Fire Operations: Assistant Chief

- ☐ Equip the New Hampstead station with a new engine in 2022.

Timeline: 4th Quarter 2022

Budget: \$729,809 (Capital Improvement Budget)

Date Completed:



Fire Logistics: Assistant Chief

Objective Three: Reestablish Marine 1 as an “All Hazards” maritime response vessel to meet identified risk associated with maritime transportation and waterfront facilities.

Task

- ☐ Increase Marine Firefighting training levels I and II to all SFD operational personnel over the next five years.

Timeline: 4th Quarter 2024

Budget: Grant Funding and Additional Funds

Date Completed:



Fire Operations: Special Operations Chief

- ☐ Locate and establish a staging platform for Marine 1 for increased response and maintenance capabilities

Timeline: 1st Quarter 2023

Budget: \$20k annually

Date Completed:



Fire Operations: Special Operations Chief

Strategic Goal 4: Provide Benchmark level services equally throughout the jurisdiction

Objective Four: Maintain benchmark level services through third party evaluations such as CPSE Accreditation and the Insurance Service Office. Public Protection Classification

Tasks

- ☐ Submit and have the Commission on Fire Accreditation International conduct a review and site visit for reaccreditation. To include attending the commission hearing in August 2021

Timeline: 3rd Quarter 2021

Budget: \$12k every five years

Date Completed:



Fire Logistics: Planning officer

- ☐ Meet SFD's Shift Relief Factor by receiving 26 positions.

Timeline: 1st Quarter 2021

Budget: SAFER Grant and additional funding

Date Completed:



Fire Logistics: Assistant Chief

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

Strengths

- Apparatus and Equipment
- Experience and Training of Personnel
- ISO Class I and Accredited
- Community Outreach Programs
- Incident Mitigation
- Rapid Response and Coverage of the City

Weaknesses

- Not Providing EMS Services
- Reduced Staffing Levels
- Fire Presence on City's Westside
- Marine Response Capabilities
- Recruitment and Retention
- Updated Training Courses and Center

Opportunities

- Increase community involvement
- Implement Automatic Aid Agreements
- Improve CRR and PFSE Programs
- Public Safety Sales Tax
- Impact Fees

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
- Aging Infrastructure
- Retention of Personnel
- Serviceability of Fleet
- Growth of the City- Increase Service Demands



Strategic Goal 5

Savannah Fire Department 2020-2024 Strategic Plan



Strategic Goal 5: Improve SFD's apparatus, equipment and facilities to meet industry best practices and SFD's mission.

Objective One: Rehabilitate SFD stations, update front line apparatus and reserve fleet and utilize new technologies to meet fire and emergency management standards outlined in the Standards of Cover (SOC) and Continuity of Operations Plan (COOP).

Tasks

- ☐ Create a program for the installation of CO monitors and auto ventilation systems in old station bays to reduce exposure to apparatus exhaust.

Timeline: 1st Quarter 2020

Budget: No Funding Required

Date Completed:



Health and Safety Officer

- ☐ Utilize an Annual Review Process (ARP) for the Apparatus Replacement Plan to ensure the frontline and reserve fleet meet operational requirements and industry standards.

Timeline: 4th Quarter 2020

Budget: No Funding Required

Date Completed:



Fire Logistics: Fleet Officer

- ☐ Research and implement the purchase of Hazardous Materials meters and monitors on all frontline apparatus

Timeline: 3rd Quarter 2020

Budget: Grant Funding

Date Completed:



Fire Operations: Special Operations Chief

- ☐ Develop a small engine repair program for a cost savings and to shorten out of service times.

Timeline: 4th Quarter 2024

Budget: \$3k initial and 1.5k annually

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Implement the CO monitor program to increase ventilation in old station bays and reduce exposure to apparatus exhaust.

Timeline: 4th Quarter 2024

Budget: \$6k annually for 4 years

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Update Self Contained Breathing Apparatus (SCBA's) to the latest safety features as outlined by the National Fire Protection Administration (NFPA).

Timeline: 4th Quarter 2024

Budget: \$400,000k annually for 5 years

Date Completed:



Fire Logistics: Fleet Officer

- ☐ Research and implement a public safety Unmanned Aerial System (UAS) program for operational safety and situational awareness.

Timeline: 4th Quarter 2021

Budget: Grant Funding

Date Completed:



Fire Operations: Special Operations Chief

- ☐ Develop a comprehensive Clean Cab program for all new apparatus in order to limit exposures

Timeline: 4th Quarter 2024

Budget: Implemented through Apparatus purchase

Date Completed:



Fire Logistics: Fleet Officer

Strategic Goal 5: Improve SFD’s apparatus, equipment and facilities to meet industry best practices and SFD’s mission.

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

Strengths

- Apparatus and Equipment
- Experience and Training of Personnel
- ISO Class I and Accredited
- Safety and Wellness Programs
- Incident Mitigation
- Rapid Response and Coverage of the City

Weaknesses

- Apparatus and Equipment Replacement
- No Dedicated Budget
- Fire Presence on City’s Westside
- Limited Community Risk Reduction Programs
- Aging Infrastructure
- Dated CAD system

Opportunities

- Increase community involvement
- Implement Automatic Aid Agreements
 - Apply for Grants
 - Public Safety Sales Tax
 - Impact Fees

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
- Aging Infrastructure
- Retention of Personnel
- Serviceability of Fleet
- Growth of the City- Increase Service Demands



Strategic Goal 6

Savannah Fire Department 2020-2024 Strategic Plan



Strategic Goal 6: Identify cost effective solutions to manage expenditures and promote fiscal responsibility.

Objective One: Develop and implement internal SFD programs that promote cost savings and increase efficiencies.

Tasks

- ☐ Develop an internal Personal Protective Equipment (Turnout Gear) repair program for a cost savings and shorten out of service times

Timeline: 4th Quarter 2024

Budget: \$30k annually

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Create a Savannah Fire Department 501(c)(3) store and Museum

Timeline: 4th Quarter 2024

Budget: \$15k one time cost

Date Completed:



Fire Operations: Assistant Chief

- ☐ Host scheduled training classes and seminars that utilize SFD infrastructure and promote relationship building.

Timeline: 4th Quarter 2021

Budget: \$10k annually

Date Completed:



Training Division: Training Chief

- ☐ Research a clothing allowance program to reduce uniform budget expenditures by 10%.

Timeline: 2nd Quarter 2023

Budget: No Funding Required

Date Completed:



Fire Logistics: Assistant Chief

Objective Two: Develop and implement external initiatives that promote cost savings and increase efficiencies.

Tasks

- ☐ Update City of Savannah Revenue Ordinances to reflect a current fee structure for Life Safety initiatives.

Timeline: 2nd Quarter 2021

Budget: No Funding Required

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Develop Multiagency purchasing agreement to reduced cost and inventory on common items.

Timeline: 1st Quarter 2023

Budget: No Funding Required

Date Completed:



Fire Logistics: Assistant Chief

- ☐ Develop and implement Event Fees for permits that require emergency services

Timeline: 3rd Quarter 2020

Budget: No Funding Required

Date Completed:



Fire Operations: Assistant Chief

- ☐ Increase service delivery agreement opportunities by SFD

Timeline: 4th Quarter 2024

Budget: No Funding Required

Date Completed:



Fire Logistics: Assistant Chief

Strategic Goal 6: Identify cost effective solutions to manage expenditures and promote fiscal responsibility.

Objective Two: Develop and implement external initiatives that promote cost savings and increase efficiencies (continued).

Tasks

- Identify and apply for mitigation projects for federal grants that support fire service capabilities and infrastructures.

Timeline: 3rd Quarter 2024

Budget: No Funding Required

Date Completed:



Emergency Manager

Strengths

- Apparatus and Equipment
- Experience and Training of Personnel
 - Accredited Agency
- Ability to Conduct In-House Training
 - SCBA Repair Program

Weaknesses

- Communication with Customers
 - Reduced Staffing Levels
 - No Pay Incentives
 - No Dedicated Budget
- Lack of Resources for Special Events

Opportunities

- Increase community involvement
- Implement Automatic Aid Agreements
- Improve CRR and PFSE Programs
 - Fire Service Fee
 - Public Safety Sales Tax
 - Impact Fees

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
 - Aging Infrastructure
 - Retention of Personnel
 - Serviceability of Fleet
- Growth of the City- Increase Service Demands



Strategic Goal 7

Savannah Fire Department 2020-2024 Strategic Plan



Strategic Goal 7: Update and implement a professional development program that improves performance.

Objective One: Foster individual and organization growth through internal and external training

Tasks

- Update and implement the SFD Career Development Plan for to communicate the roles, responsibilities and requirements for all personnel.

Timeline: 2nd Quarter 2020

Budget: No Funding Required

Date Completed:

 Training Division: Training Chief

- Identify an Executive Leadership certificate program to enhance officer development.

Timeline: 2nd Quarter 2022

Budget: \$9k annually

Date Completed:

 Training Division: Training Chief

- Create a mediated online and classroom Leadership Development Course to validate the knowledge, skills and abilities of public safety leaders.

Timeline: 4th Quarter 2020

Budget: No Funding Required

Date Completed:

 Training Division: Training Chief

- Review and implement an area violent incident response policy with local partners.

Timeline: 2nd Quarter 2021

Budget: No Funding Required

Date Completed:

 Emergency Manager

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

Strengths

- Positive Customer Service Interaction
- Experience and Training of Personnel
 - ISO Class I and Accredited
- Community Outreach Programs
 - Incident Mitigation
- Rapid Response and Coverage of the City

Weaknesses

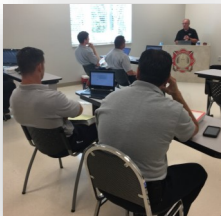
- Training with Outside Agencies
- Attend Outside Training Courses
- Fire Presence on City's Westside
- Update Training Center and Courses
 - Recruitment and Retention
- Promotional Process Needs Updating

Opportunities

- Training with Outside Agencies
- Implement Automatic Aid Agreements
- Attending Career Fairs for New Recruits
 - Update Testing for New Hires
- Dual Pathway for Career Development

Threats

- Service Area Expansion
- No Dedicated Budget (98% General Fund)
 - Retention of Personnel
- Limited Time for Training
- Growth of the City- Increase Service Demands



SFD's Future Public/Private Partnerships

Savannah Fire Department 2020-2024 Strategic Plan

Savannah Fire Department (SFD) through the strategic planning process and the SWOT analysis will actively seek and apply for grants. These grants will assist SFD with obtaining the funding to complete large scale objectives or Capital Improvement Projects (CIP's). These objectives are listed below and will have a direct effect on how SFD can support and/or complete multiple strategic goals and objectives

- Implement the “Blue Card” Incident Command Training System to develop and track Incident Management Training. Initial Cost 25k with a reoccurring cost of 10k annually.
- Upgrade Training Center to “All Hazards” regional public safety training center:
 - Shipboard Firefighting
 - Firefighting, Technical Rescue and Hazardous Materials
 - Industrial Firefighting
 - Violent Response (Active shooter/ barricade and hostage)
 - Clandestine Lab
 - Incident/ Unified Command Interoperability
 - Damage Assessment/ UAS (drone) training
 - Railcar
 - K-9 training
 - Citizen Emergency Response Team (CERT) training
 - Mass Causality
 - Candidate Physical Abilities Test area
 - Safety Village
 - Aircraft firefighting and rescue
 - Initial Cost 3 million with a reoccurring cost of 15k annually (utilities)
- Research and implement a program to utilize helmet cameras to record incident operations for After Action Reviews (AAR). Initial Cost 100k with a reoccurring cost of 1k annually
- Create a Nationally certified and accredited Critical Incident Stress Management (CISM) Team.
- Increase Marine Firefighting training levels I and II to all SFR operational personnel over the next five years.



Signature Page

Savannah Fire Department 2020-2024 Strategic Plan



Derik Minard

Fire Chief

Savannah Fire Department

11/22/2019

Patrick Monahan

City Manager

City of Savannah

12/30/2019



Savannah Fire Department
121 East Oglethorpe Ave
Savannah, Georgia 31401