

INTEGRITY
COMPASSION
PROFESSIONALISM

PROFESSIONALISM
COMPASSION
INTEGRITY



FRANKLIN FIRE
DEPARTMENT
**STRATEGIC
PLAN**
2017
THROUGH
2022

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Executive Summary

The Franklin (TN) Fire Department recognized the need for a long-range planning process. To meet this need, a strategic planning process was initiated to identify departmental goals and establish strategies to achieve them. This process was designed to be dynamic and responsive to the evolving needs of the community. Additionally, all goals and strategies within this document include timeframes for achieving results. Measurements are tracked where possible to ensure their completion in a timely, efficient, and effective manner.

As the Department's first strategic plan, it is intended for use from July 2017 until July 2022. The goals and strategies contained within this document stem from a thorough self-assessment conducted by multiple intra-departmental committees. The committees submitted recommendations targeted at improving various areas of operation; in total, 66 fully substantiated recommendations were received. Several recommendations were echoed by numerous committees and have been consolidated. The most frequently recurring recommendations center on establishing policies, procedures, and guidelines; developing a competitive and equitable pay plan; and producing a standard of coverage document.

These recommendations were then placed along a five-year timeline with several factors taken into consideration, including priority, impact, accountability, and resources required. The dynamic nature of this plan enables the department to add, remove, or alter the strategies contained within this document.



A Message from Chief Rocky Garzarek



In 2016, we set a goal to conduct a straightforward and realistic internal evaluation of our organization. This would provide us with a template we could use to improve our operations and maintain the exceptional standards of service that our residents and visitors have come to expect.

To accomplish this goal, our organization developed the following Strategic Planning document. This report is designed to provide the organization, citizens, and the City of Franklin Policy Makers with a dynamic five-year planning document.

It is a known fact that fire and EMS services change rapidly. The persistent evolution of these fields requires that we assume a proactive stance in planning short, medium, and long term organizational goals. While we acknowledge our department may not fully achieve all of the stated goals within a five-year period, we believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

In closing, I would like to thank the members of our department, our community, and our elected officials for providing us with the opportunity to facilitate the development of a document that will guide the future of our fire department. As an organization, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents and visitors, and achieving our future vision.

Rocky Garzarek



About the Organization

Background Statement

Located in the heart of Middle Tennessee, the historic City of Franklin serves as the county seat for Williamson County and is one of the fastest growing cities in the Nashville Metropolitan area. In the last 35 years, the population of Franklin has increased by 500 percent and currently ranks as the seventh largest city in Tennessee.

The City of Franklin is governed by a Board of Mayor and Aldermen. There are eight Aldermen on the Board – four elected from the four political divisions of the City called wards; four elected at-large. This governing board is responsible for deciding on the City's policies and procedures by passing Resolutions, Municipal Ordinances, and the Municipal Code, all of which are implemented by the various city departments. Appointed by the Board of Mayor and Aldermen, the City Administrator oversees the City's 14 departments, including the Franklin Fire Department.



The Franklin Fire Department has a rich and lengthy history dating back almost 200 years. In 1818, the City of Franklin purchased its first fire engine. A year later, the City's first fire hall was constructed. Soon after, an ordinance was passed that required all men between the ages of 15 and 55 to serve as volunteer firefighters.

Over the years, Franklin has had its share of historic fires. In 1891, a fire broke out on the public square that burned down 17 buildings including residences, businesses, and even the fire house. Less than a decade later, another fire threatened Franklin's historic Main Street. On the morning of June 13, 1902, a small fire was discovered in Elliott & Mount, a local menswear store. An alarm was sounded, but as volunteers and bystanders began to collect on the scene, the fire had already spread to four connected buildings. Many locals who witnessed the event speculated that an entire city block might have been lost had it not been for the efforts of the Franklin Fire Department.

Countless other fires and emergencies have affected the City of Franklin over the last two centuries, and the Franklin Fire Department has gone through extensive changes and growth in order to better serve the City.



Organizational Structure

The Franklin Fire Department is led by Fire Chief Rocky Garzarek who has served in this position since 2004. The Fire Chief supervises the three main divisions of the Franklin Fire Department: Operations, Administration, and Prevention.



Deputy Chief Glenn Johnson heads the Operations Division of the Franklin Fire Department. This division is responsible for daily emergency response operations, including fire suppression, rescue operations, hazardous materials response, training, and Emergency Medical Services.

Fire Operations is supported by three shifts working on a 24-hour on-duty, 48-hour off-duty schedule. 151 personnel deploy out of eight stations strategically located across the City.



Deputy Chief Todd Horton heads the Administration and Emergency Management Division of the Franklin Fire Department. This division oversees facilities, equipment, budgeting, purchasing, grant writing, technology, radio communications, and emergency management.



Deputy Chief and Fire Marshal Andy King heads the Fire Prevention and Strategic Initiatives Division. This division is responsible for planning based on risks, hazards, and vulnerabilities and overseeing fire plan reviews, fire inspections, code enforcement, fire cause investigations, public education, and water supply. Additional responsibilities include municipal zoning ordinances, streets standards, and fire & life safety codes.



Strategic Planning Process

Determining the Need for a Strategic Plan

As the City of Franklin has grown, members of the Franklin Fire Department have had to identify and implement new methods and processes to ensure they continue to provide excellent service for all citizens and stakeholders.

In 2015, the department initiated a Foundation Development program. During this process, twenty department members met over the course of two days to develop a stronger foundation for the future of the Franklin Fire Department. Members of this group spanned all ranks of the department and were chosen in a joint effort between the Franklin Firefighters Association and the Fire Department Command Staff.

Greg Baltimore • Max Cook • Tyler Crews • David Currie • Jonathan Dye • David Edge • Rocky Garzarek • Jonathan Gill • Nathan Goodin • David Hickel • Todd Horton • Eddie House • James Jennings • Glenn Johnson • Andy King • Clay Mackey • Jason Morgan • Jose Periot • Joe Polenzani • Todd Wilson

- Franklin Fire Department Foundation Development Group

The Foundation Development process yielded several immediate benefits for the department. Perhaps most significantly, the members of the core group realized they all shared a common vision for the future of the department – to provide *Service through Excellence*. The Foundation Development group believed this vision statement accurately and succinctly summarized the shared desire amongst all Franklin Fire Department members to consistently rank among the top fire departments in the country across all aspects of operation.

Additionally, the Foundation Development process identified three core values to effectively summarize the character of the department: *Professionalism, Integrity, and Compassion*. *Professionalism* highlights the shared dedication to provide excellent, highly-skilled service. *Integrity* highlights the need to act fairly, ethically, openly, and as an undivided unit to achieve maximum effectiveness. *Compassion* highlights the shared commitment to caring for others with empathy and kindness.



The Franklin Fire Department Foundation Development process also yielded the creation of a *Communication Behavior Agreement* which outlined several critical behaviors to ensure all members of the department function effectively as a team.



Communication Behavior Agreement

- **This is how we will communicate and behave toward one another:**
 - Treat one another with dignity, respect, and confidentiality.
 - Define roles and responsibilities.
 - Do what is ethical regardless of the consequences.
 - Be optimistic, open-minded, innovative, and flexible.
 - Keep healthy humor alive and maintain a professional environment.
 - Deliver excellent customer service, both to one another and to those we serve.
 - Treat mistakes as learning experiences and try not to repeat them in the future.
 - Use inclusive language (we, our, and us).
 - Give full attention to the person with whom you are communicating.
 - Inform and stay informed.
 - Learn/Teach - if I don't know it, I'll learn; but if I do know it, I'll teach.
 - Keep disagreements issue-oriented and not personal.

Undergoing the Foundation Development process helped the Franklin Fire Department unify the department and align its members along a set of shared values. It also highlighted the need to formalize the goal-setting and decision-making processes for the department. To that end, it was determined that a long-range strategic plan would be an invaluable tool for the Franklin Fire Department's use in navigating its growing roles and responsibilities.

Methodology for Creating the Strategic Plan

Once the need for a strategic plan was determined, work was initiated to develop a methodology to help facilitate undertaking a project of this scope. Bob Norton of the Norton Development Group was brought on as a consultant to help guide the process. In addition to his direction, the department also embraced the data-driven approach utilized by the City's "FranklinForward" strategic plan as a valuable reference tool throughout the planning process.

Committee Formations

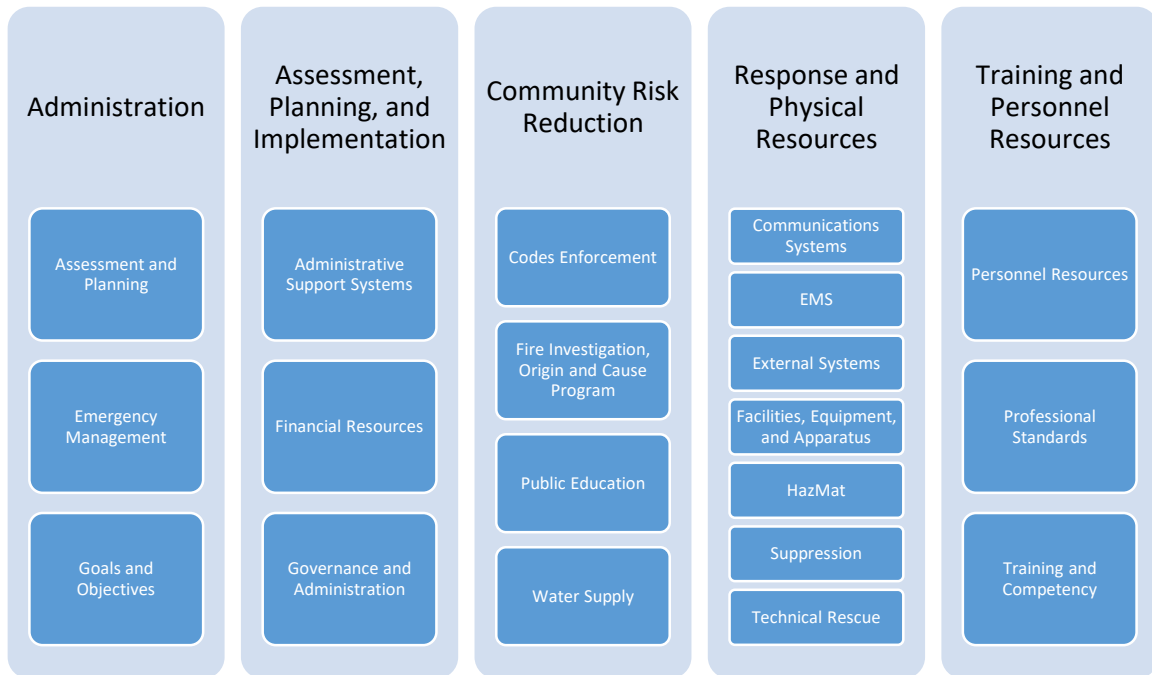
To ensure that Franklin Fire Department's Strategic Plan is truly a reflection of a collective desire to produce *Service Through Excellence*, a "Steering Committee" was formed to help drive the process. This committee consisted of ten recognized leaders within the department – five chosen by the Firefighter's Association and five chosen by Command Staff. This approach ensured all issues concerning the Franklin Fire Department and the creation of its strategic plan were viewed equitably.



The steering committee was divided into five “Core Committees” focusing on general sections of the department. Members of the core committees were selected based upon their particular subject-matter expertise. These core committees were also responsible for overseeing several subcommittees that would be formed to focus on even more specific functions performed by the Franklin Fire Department.



The subcommittees that branched off from the core committees were charged with examining specific areas of operation within the department. Implementing these subcommittees not only allowed for a more focused examination of departmental functions, but also encouraged the expanded involvement of department members with specialized subject-matter expertise.



Self-Assessment

It was determined that before a comprehensive plan could be developed, a thorough self-assessment of all departmental operations needed to be conducted. The responses and recommendations stemming from this self-assessment would then be used as individual tactics for use within broader, strategic themes targeted at improving departmental functions.

The Commission on Fire Accreditation International's *Fire & Emergency Service Self-Assessment Manual (FESSAM)* was used as a starting point for the departmental self-assessment. While the Franklin Fire Department is not currently accredited, nor is it actively pursuing accreditation, it acknowledged and appreciated the CFAI accreditation model as an excellent reference resource for conducting an internal self-assessment. In loosely following the CFAI model, the Franklin Fire Department core committees were designed to examine *Administration; Assessment, Planning, & Implementation; Community Risk Reduction; Response & Physical Resources; and Training & Personnel Resources*.

To examine the functions within their assigned categories, the core committees oversaw the formation of several more intensely-focused subcommittees. These subcommittees were comprised of department members who expressed an interest in identifying specific strengths and weaknesses within certain departmental functions. Once the subcommittees were formed, they answered corresponding questions from *FESSAM*. Upon completing their assigned questions, the subcommittees used the results to determine areas for growth within their defined areas.



The subcommittees met several times over the course of approximately nine months to discuss their findings and brainstorm solutions to identified deficiencies. These meetings were documented extensively through agendas, meeting minutes, and reports of findings.

After the subcommittees released a report of their findings, the core committees reviewed the information and further collaborated with the subcommittees to produce targeted recommendations aimed at improving the Franklin Fire Department. These recommendations included detailed rationales, estimated timelines for completion, potential budget implications, and a list of key personnel involved.

By the end of the self-assessment process, the subcommittees submitted sixty-six unique recommendations.

Recommendation #4: Improve the process of estimating and reporting actual fire loss amounts.		
Rationale: The department cannot accurately report or track its fire losses and saves without accurate data. The members of the department are currently not trained to provide these estimates.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Fire personnel are not trained or experienced in estimating building content losses.	The project could be completed within three months, if personnel are available.	There should be little to no extra costs involved with this project.

Sample Recommendation

Forming the Plan

After the reports of findings were submitted to the steering committee, the group carefully analyzed each report and documented additional notes, corrections, and suggestions. The feedback was distributed to the members of the subcommittees and work began on turning these reports into specifically-targeted recommendations aimed at improving various aspects of departmental function.

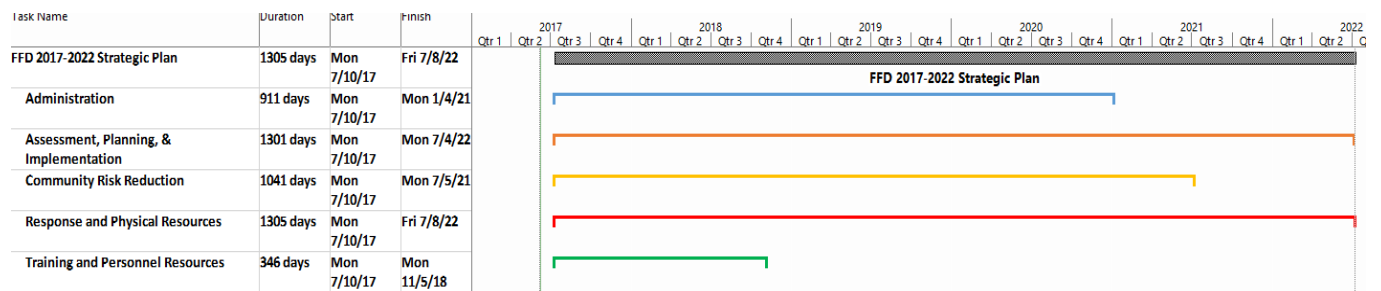
Once each subcommittee submitted its final list of recommendations, a two-day meeting was conducted by the steering committee to review the work. During these arduous but productive meetings, the group of ten worked together to organize all of the recommendations into a timely, measurable, and achievable plan.



In total, over sixty recommendations were submitted by the subcommittees; each one targeted at improving a specific area within the Franklin Fire Department. Over the course of the meeting, it was observed that several subcommittees submitted recommendations that were similarly expressed by other groups. To reduce redundancy within the plan, these recommendations have been combined; however, in the appendix to this document, each recommendation is listed individually.

The steering committee began the meetings by identifying the recommendations they felt were ready for immediate adoption. These recommendations were then assigned a start date and placed at the beginning of a five-year timeline.

In addition to assigning start dates for the recommendations, the steering committee also assigned an estimated project duration to each recommendation. The group then identified current members of the department who would be responsible for ensuring successful implementation of the individual recommendations. Finally, the steering committee created specific methods for measuring the progress and effectiveness of each recommendation.



Report of Findings

Administration

The Administration Core Committee, led by Deputy Chief of Administration Todd Horton and Captain Jose Periut, oversaw committees focused on *Assessment & Planning*, *Goals & Objectives*, and *Emergency Management*. These committees examined the current administrative roles, capabilities, and responsibilities of the Franklin Fire Department.

Assessment and Planning

The *Assessment & Planning* subcommittee reported several significant findings. First, it was noted that the department currently has no documented Standard of Cover. A Standard of Cover document is important because it includes a thorough risk assessment of Franklin, sets performance expectations, and uses a data-driven approach to identify effective response forces and efficiently-distributed staffing and apparatus.

Additionally, *Assessment & Planning* reported that the department currently adopts no standard process for defining dollar losses and dollars saved from fires. It was noted that this lessens the accuracy of the reports submitted to the State and National databases, as well as hampers our local reporting and benchmarking efforts.

Finally, the *Assessment & Planning* subcommittee reported a need for the provision of reports that clearly demonstrate the department's efforts with regard to planning, response, education, and other relevant data. The subcommittee found that virtually no reports are distributed for members of the department to review. These reports could be used to help evaluate efforts toward meeting goals and standards which are needed to help facilitate improvements.

Goals and Objectives

The *Goals and Objectives* subcommittee was assigned to examine the departmental goal-setting process. Organizational goals should be established to implement the agency's mission and short-range plans. Additionally, goals establish targets for performance improvement. Given these criteria, the *Goals and Objectives* subcommittee reported that the department does not currently have a formal goal-setting process.

Emergency Management

The *Emergency Management* subcommittee was formed to examine how the department handles its all-hazards preparedness program. The subcommittee submitted several findings



regarding this subject. The subcommittee reported that the Fire, Hazardous Materials, and Search and Rescue annexes contained within the City's Emergency Operation Plan have not been updated since 2010. The department has undergone many changes in the last several years, and the plan must be updated to reflect these changes.

The subcommittee also determined that the department does not have an all-hazards risk analysis process and lacks SOGs that address the department's role in preparing and responding to these events.

Assessment, Planning, and Implementation

Battalion Chief Joe Polenzani and Lieutenant Matt Stout led the Assessment, Planning, and Implementation Core Committee and oversaw the work produced by the following subcommittees: *Administrative Support Systems*, *Financial Resources*, and *Governance & Administration*. These subcommittees worked together to gauge the effectiveness of departmental planning efforts, financial resource allocation, and the policies and procedures that formalize and support the Franklin Fire Department.

Administrative Support Systems

The *Administrative Support Systems* subcommittee was tasked with identifying strengths and weaknesses regarding the current resources available for handling various administrative tasks throughout the department. Their findings revealed that several departmental functions could be handled more efficiently by instituting various technological fixes. Areas identified for potential improvement included password management, a central hub for all departmental forms and links, and streamlined reports that give quick views of pertinent departmental data.

The subcommittee reviewing *Administrative Support Systems* also reported the department does not currently have a well-established process for the ongoing review of departmental policies and procedures. A policy review process is essential to ensure all departmental policies, procedures, and guidelines are reviewed to maintain accuracy and efficacy.

Finally, the *Administrative Support Systems* group also echoed a finding mentioned by the *Assessment & Planning* subcommittee which highlighted the department's current lack of an officially-adopted process for accurately estimating actual fire loss amounts versus property valuation.

Financial Resources

The *Financial Resources* subcommittee examined the department's stewardship of its finances. Their report highlighted the potential utility of the strategic plan to tie in to the budgeting process. Since the Franklin Fire Department Strategic Plan is being created to formalize departmental goals and strategies, it's a logical tool to use for budgeting concerns.



The subcommittee also reported on the need to establish an equitable and competitive compensation plan. The *Financial Resources* group's report stated that a new plan should be explored to correct the current plan's deficiencies in handling market value, compression, and inversion.

The group also reported on the need to evaluate the current system for apparatus replacement scheduling. The group pointed out that the organization's priorities and strategic direction should influence the apparatus replacement schedule.

Governance and Administration

The *Governance & Administration* subcommittee was assembled to explore the internal and external methods intended to regulate and govern Franklin Fire. Their report highlighted the lack of a centralized collection of guidelines and policies focused expressly on fire department operations. The report cited that while the department does currently have a few officially-adopted policies, they only encompass a small percentage of departmental concerns. Additionally, the report cited difficulty in accessing these policies in a centralized location.

The subcommittee also reported that an excessive amount of effort is being spent on administrative tasks by shift officers. The group cited that scheduling takes up an inordinate amount of the shift officers' day (particularly officers stationed at FFD Station 2). In addition, the G&A subcommittee reported the inability of certain software applications to work together often places an undue level of strain on these administrative processes.

Community Risk Reduction

Community Risk reduction was split into four unique subcommittees which were overseen by Deputy Chief Andy King and Engineer David Edge. These subcommittees focused on *Codes Enforcement; Fire Investigation, Origin & Cause Program; Public Education; and Water Supply.*

Codes Enforcement

The *Codes Enforcement* subcommittee was primarily tasked with assessing Franklin Fire Department's responsibilities in enforcing fire codes; however, the group also looked more broadly into the department's community risk reduction efforts. The scope of their assignment made for an extensive report of findings that highlighted several areas of need for the department.

One such area of need reported by the *Codes Enforcement* group was that of a comprehensive master database of building structures within the City as opposed to the current assorted lists maintained by various departments within the City. The existence of such a list would be extremely helpful in various departmental functions including conducting pre-incident plans, creating a standard of cover, and identifying areas of risk within the City.



The *Codes Enforcement* subcommittee also reported on the need for inspecting existing structures within the City. Currently, Franklin’s rate of growth prohibits fire and life safety inspectors from conducting regularly-scheduled inspections of existing buildings. Similarly, the committee also reported on the need to assist the training and operations division in creating a plan for conducting pre-incident plans.

Another area of need reported by *Codes Enforcement* was the potential implementation of a fire protections systems permitting process. The group reported that under the current system, specialized fire alarm systems are installed under Building and Neighborhood Services permits without a thorough review process. Without a review, it often yields inefficient results and may cause builders to incur additional expenses and delays. The committee suggested that in most instances if the fire department had the authority to review and approve plans and issue permits before work started, there would be fewer problems in the field.

The subcommittee’s report also suggested that efforts should be initiated toward the eventual adoption of a mandatory residential sprinkler requirement. The group cited that model building codes require residential fire sprinklers. Implementing these codes would ultimately take advantage of the current construction boom and take great strides towards building a safer Franklin one house at a time.

Finally, the group also had several findings that echoed those from other groups. For instance, technical inefficiencies often create undue complications for Fire Inspectors. Specifically, the INFOR data system is required for documenting fire inspections but is extremely inefficient in handling that task. Another finding that echoed other groups was that there are currently no specific SOGs in place to govern the work performed by Fire Inspectors.

Fire Investigation, Origin & Cause Program

The *Fire Investigation, Origin & Cause Program* subcommittee was created to evaluate the manner in which the department conducts its origin and cause investigations and determinations for fires and explosions.

The *FIO&C* subcommittee reported the Franklin Fire Department’s Fire Investigation program could benefit from establishing a formal unit structure as well as maximizing communication both within the unit and with the rest of the organization. The group suggested that this would maximize the effectiveness and consistency of fire investigations and also ensure all investigators comply with the same standards.

It was also reported the Fire Investigation program could benefit by expanding its capabilities. Potential program growth could include improving relationships with Franklin Police Department and the District Attorney’s office, as well as providing sufficient authority for investigators to perform their duties.



The *FIO&C* group also highlighted the need for the development of a Youth Firesetter Intervention program. These programs are effective tools in providing education and treatment resources for juveniles involved in fire-play incidents.

Finally, the group reported on the need for high quality data in regard to collection and dissemination. This would provide multiple benefits for Franklin Fire, such as ensuring investigations were conducted effectively as well as providing valuable data points to highlight areas in need of increased fire prevention efforts.

Public Education

The *Public Education* subcommittee was tasked with assessing the department's efforts and abilities in reaching out to the public and offering tailored programs designed to reduce risk within the community. With that task in mind, the *Public Education* subcommittee submitted several pertinent findings.

The committee reported that by defining roles and responsibilities related to public information, the department would be able to improve its capability to inform the public of immediate threats and hazards, release official statements more timely, manage public information requests more efficiently, and be more proactive by educating the public.

The *Public Education* subcommittee also reported an opportunity to design, create, and deliver more compelling outreach programs that target and reduce specific risks. By defining and measuring the department's existing educational programs, Franklin Fire could use that information to facilitate targeted learning opportunities for more of the community and its stakeholders.

It was also reported that there are opportunities present to create physical facilities devoted to promoting safety-related training. The subcommittee suggested exploring the possibility of a dedicated facility designed for hosting events. They suggested this endeavor would enable the department to deliver higher quality programs more consistently and meet the increasing public education demands.

Water Supply

The *Water Supply* subcommittee met to assess the capability and reliability of the City's water supply resources.

The committee reported that problems with fire hydrants are not addressed in a timely manner. This causes frustration; despite the issue having been noted, work may not be completed for a substantial amount of time. To fix this issue, the subcommittee suggested that the four water utility districts must be able to immediately see, assign, and correct issues regarding fire hydrants and also be able to keep the fire department informed of the progress of these issues.



It was also reported that a current water model should be established. A water model is a computer model of the individual pressure zones within a defined area. There is no way of knowing how much water is expected to be available on emergency scenes without modeling, testing the model with hydrant flow data, and making corrections.

Finally, the *Water Supply* subcommittee assessed that the department needs to evaluate its current rural response capabilities. The department relies upon mutual aid to provide a rural water supply. Additionally, static sources of water that could be used are not currently mapped or identified for their potential use.

Response & Physical Resources

Deputy Chief of Operations Glenn Johnson and Lieutenant Jonathan Gill were selected to lead the Response & Physical Resources Core Committee. In an effort to assess Franklin Fire's response capabilities and the physical resources at its disposal, this committee split into the following subcommittees: *Communications Systems*; *EMS*; *Facilities, Equipment, & Apparatus*; *HazMat*; *Suppression*; and *Technical Rescue*.

Communications Systems

The *Communications Systems* subcommittee met to evaluate the current processes, technology, and systems that help Franklin Fire communicate. These systems not only enable the department to communicate with itself, but also allow for communication with external agencies and the new joint Williamson County Emergency Communications Center.

The committee's report listed several concerns and observations regarding Franklin Fire's communications systems; however, the Steering Committee recommended that these findings be considered after the Williamson County ECC has had more time to establish itself and its operational capacities.

EMS

The *Emergency Medical Services* subcommittee was tasked with evaluating the current system for delivering quality medical services to the community. Their report of findings ranged in scope; several areas of the program could be improved quickly with the proper focus, but some of the findings suggested the need for more long-term solutions.

The subcommittee reported on several items that could be immediately improved, including improving the inventory control system. The group stated that inventory control is essential to projections necessary for budgeting. Additionally, improving the inventory control system would help ensure the department maintains an efficient level of medical supplies.

Similarly, the group reported that the department's Quality Assurance program for EMS could be improved. The subcommittee suggested that an electronic patient care reporting system



with a pre-installed quality management component could help dramatically improve the current system.

While the previous findings suggest areas for immediate improvement, the *EMS* subcommittee also reported on several areas that would require substantially more effort. For example, the subcommittee reported that the department could potentially benefit from the creation of a dedicated EMS division within the department. Pointing to the growing percentage of EMS calls to which the department responds, the committee reported that creating this new structure would help the department run more smoothly and would also provide a smoother transition into a patient transporting service. Taking that into consideration, the *EMS* subcommittee also recommended that the department study and update a plan for providing patient transport. The group suggested that readying a plan for the adoption of patient transport would be advantageous in the event the City of Franklin determines the need for the department to provide this service. Similar to these findings, the group also reported on the potential need for the department to hire its own medical director. This recommendation was supported in the 2011 EMS Study conducted by Tri-Data in which the report states that the department would benefit from direct communication with its own retained medical director.

Finally, the *EMS* subcommittee also reported several ways to get the community involved in improving Franklin Fire's medical response efforts. It was suggested that the department could seek out ways to involve feedback related to the department's EMS service. Additionally, the subcommittee suggested exploring the viability of a Bystander CPR program. These programs notify qualified individuals of the need for CPR near their area and utilize the public to help increase patient survivability of major medical incidents.

Facilities, Equipment, and Apparatus

The *Facilities, Equipment, and Apparatus* subcommittee was assembled to assess the department's acquisition, use, and stewardship of its physical resources. With those criteria in mind, the subcommittee submitted a report of findings that included several recommendations.

The group reported on the need to develop a plan that adequately addresses the safety of personnel as well as the department's physical resources in response to emergencies by using an all-hazards risk assessment. Such a plan would help ensure the safety and wellbeing of all FFD employees and equipment under a variety of risks.

The *FE&A* subcommittee also suggested benefits from evaluating and improving upon departmental safety and health initiatives. The group cited the department's highest priority is the safety of its employees. With that in mind, it's important for the department to focus on pursuing progressive safety and health initiatives. The subcommittee cited presumptive cancer policies, the implementation of new cleaning strategies, and various other initiatives all aimed toward helping the department stay up to date with the best safety practices.



Finally, the findings revealed there is currently no facilities improvement and maintenance plan in place. Such a plan would help contribute to the longevity of the department's fire stations and ensure the department's physical resources are maintained to operate at a high standard.

HazMat

The *HazMat* subcommittee was created to evaluate the department's hazardous materials program. The group was tasked with determining if the program operates effectively and efficiently in protecting the community from the hazards associated with fires and the uncontrolled release of hazardous and toxic materials.

The report of findings submitted by the *HazMat* committee contained a similar finding to many of the other subcommittees – currently there are no specific SOGs in place to guide HazMat operations. HazMat-specific SOGs would help standardize operations, increase safety, and improve training.

Additionally, the group reported on the need for the development of a true HazMat team. This team would be able to train together on a scheduled basis which would ultimately improve Franklin Fire's ability to respond to HazMat-related emergencies.

Suppression

The *Suppression* subcommittee met to assess the department's ability to operate an adequate, effective, and efficient fire suppression program to control and extinguish fires.

Similar to the reports from most of the other subcommittees, one of the prominent findings listed by the *Suppression* subcommittee was the lack of specific fire suppression-related SOGs. The committee wrote that developing and publishing SOGs for fire suppression operations is imperative in providing guidance for operational standards. Additionally, the subcommittee reported a need to provide targeted training on the implementation of these SOGs.

Finally, the fire suppression subcommittee reported on the need to develop and implement a plan for operations staffing levels. It was suggested that such a plan would help increase productivity and safety. The steering committee determined this recommendation and several others could be addressed with the creation of a Standards of Cover document.

Technical Rescue

The *Technical Rescue* subcommittee was created to assess the department's ability to operate an effective technical rescue program leading to the rescue of trapped or endangered persons from various life-endangering causes.

Within the *Technical Rescue* subcommittee's report of findings, it was noted that there are currently no technical rescue-specific SOGs to guide the program. The group stated SOGs would provide the foundation for the technical rescue program. Having a broad list of guidelines would help Franklin Fire's technical rescue program operate safely, proficiently, and efficiently.



The group also reported on the need to officially establish a defined Technical Rescue Team. Designating a team of dedicated members certified and proficient in technical rescue would improve Franklin Fire's ability to respond to events that necessitate specifically trained responders. Further, the group stated establishing a technical rescue team would help legitimize the department's goal of ranking among the best fire departments in the United States.

Finally, the group found there is currently no defined process in place for technical incident review. The *Technical Rescue* subcommittee reported having a formally-established process for the post-incident review of technical rescue incidents would help streamline future responses, encourage learning, and refine skills.

Training and Personnel Resources

Battalion Chief James Jennings and Captain David Currie helmed the Training and Personnel Resources Core Committee which evaluated various criteria related to Franklin Fire Department's personnel. To more efficiently handle this task, the core committee divided into the following subcommittees: *Personnel Resources*; *Professional Standards*; and *Training & Competencies*.

Personnel Resources

The *Personnel Resources* subcommittee was established to evaluate Franklin Fire's ability to provide its employees with adequate resources which ultimately contribute to the success of both the employee and the department.

Similar to most of the other subcommittees, the *Personnel Resources* group reported on a lack of SOGs related to various personnel resources. The group reported SOGs devoted to personnel-related concerns such as employee development would yield an immediate benefit to performance and productivity.

Additionally, the group reported on the need to create an employee development program. Members of the subcommittee believed the department would benefit greatly from a defined program focused solely on developing its personnel.

The *Personnel Resources* subcommittee also reported on the need to create a fair and equitable compensation plan for the Franklin Fire Department. The group cited several specific issues to be addressed within the compensation plan including: pay compression, pay inversion, specifying a path for advancement within a given pay classification, compensation for performing at a higher rank, and stipends for specialized skillsets. Additionally, recruiting and retaining the best employees is supported by a competitive compensation plan.

Finally, the committee assessed the need for increased involvement from the Human Resources department. The group stated due to the unique nature of fire department employment, members often require additional assistance from human resources staff. The *PR*



subcommittee identified several solutions and suggested implementation of any of them could improve working conditions.

Professional Standards

The *Professional Standards* subcommittee met to assess the standards Franklin Fire requires its employees to meet. The subcommittee reported the department's hiring process would be an excellent place to begin in terms of raising standards. Specifically, the *Professional Standards* subcommittee felt the department would benefit by awarding points for experience to potential new hires. Similarly, the group recommended re-evaluating the physical abilities test; increasing the physical demands of the test would help the department in hiring employees ready to meet the demanding tasks required of the job.

The *Professional Standards* subcommittee also reported on the need to develop training programs specifically targeted towards probationary and recently-promoted employees. The group felt that these employees would benefit from being held accountable to a regimented list of standards within certain timeframes.

Finally, the group also recommended that all personnel have access to departmental policies and SOGs. The group highlighted the importance of a comprehensive collection of performance standard-related SOGs, citing their need for promoting job proficiency and safety.

Training and Competencies

The *Training and Competencies* subcommittee was formed to assess Franklin Fire Department's training program. The group determined a need for the development of training SOGs. These SOGs would provide clear guidance for all department members as to how the training division is expected to carry out its functions.

The *Training and Competencies* subcommittee also reported on the need for two full-time instructors. The group reported having these instructors available would help improve fire department-related training in several ways. Having two dedicated instructors would improve response coverage and company staffing. Currently, the department utilizes members on shift to help with staffing. Dedicated instructors would eliminate the need to remove workers from incident response. Dedicated instructors would also provide consistent, standardized instruction as well as job-specific training. The subcommittee also cited benefits including: station unity, flexibility in scheduling, better utilization of the training center, determination of competencies, and a unification of strategies.

The group also reported a need to develop a credentialing program for the Apparatus Operator and Company Officer positions. Establishing a credentialing process for these ranks would ensure each member who attained credentialing would be qualified to perform within the defined roles and responsibilities of that position.



Strategic Plan

The extensive efforts undertaken throughout this planning process were designed to ensure the Franklin Fire Department Strategic Plan becomes an essential and dynamic tool for assisting the department in continuing to achieve its vision of providing *Service Through Excellence*.

Essentially, it was identified that all of the recommendations submitted by the subcommittees centered around meeting and exceeding the needs of several key stakeholders. This identification made it easier to group the recommendations into broader strategic themes. By utilizing these themes as a starting point, goals were set to help provide accountability for the plan. To achieve those goals, the individual recommendations would then serve as tactics for use in goal achievement. Franklin Fire Department's three major goals over the next five years are centered around meeting the needs of the City, the needs of its employees, and the needs of the future.

Meeting the Needs of the City

The Franklin Fire Department exists to protect the safety, health, and welfare of the public and the history that make the City of Franklin a unique place. With that in mind, it was identified that Franklin Fire must improve in several areas today that challenge the department.

Improving Our Ability to Manage Risks

The department's strategic plan focuses on risk management. As a department, we must recognize the potential risks our community faces and develop strategies to address them. From that review, we then must prepare, mitigate, and be able to recover from the emergency. These recommendations center around risk management:

Developing a Comprehensive Buildings List. Currently building information is incomplete and scattered among multiple data sets. Gathering this building information will allow us to better prioritize hazards.

Conducting Pre-Incident Plans. Having a pre-incident planning process will ensure we monitor changes to the community and that crews are familiar with most buildings, yielding better service and outcomes.

Updating the Emergency Operations Plan. Each City department is responsible for its segment of the City's emergency response plan. Most have not updated it since 2010. It is anticipated to be more detailed and address more preparedness-related issues.

Producing a Standard of Cover Document. By its nature, this planning document defines all hazards and assigns a response. The result is a comprehensive model that ensures we deploy sufficient resources in a way that meets the community's need.

Creating a Community Risk Reduction Plan. After developing the Standard of Cover, a re-evaluation of prevention outreach programs is necessary to close the loop by mitigating newly identified risks.



Improving Our Current Services

Completing the self-assessment identified many areas where continuous improvement efforts should be focused. Below are some recommendations that lead us towards excellence:

Standardizing the Estimate of Damage from Fire. By correctly estimating Franklin's monetary loss due to fires, we can more accurately report our performance over time and demonstrate the value of our service.

Educating the Public. Providing timely, relevant, and continuous training to our community will lead to fewer emergencies and lower risk.

Communicating with the Community. Consistently informing the public through all forms of media will ensure we are meeting their expectations for information about how we serve them.

Improving Our EMS Programs. Emergency medical responses are a key part of our service. Specific areas for improvement include refining inventory management and providing better quality assurance practices.

Inspecting Existing Buildings. We do not have a program for routinely inspecting all existing buildings for changes that negatively impact fire and life safety. Several options should be explored to decide how these inspections could be accomplished.

Creating a HazMat Team. While we respond to hazardous materials incidents, an organized team is not established. Organization will lead to more training and accountability which will lead to safer responses and better outcomes.

Creating a Technical Rescue Team. Organizing into a team will ensure firefighters remain proficient and that they have the resources necessary to respond to a variety of unusual emergencies.

Investigating the Origin and Cause of Fire. Although a team is in place to determine the cause of fire and support the prosecution of any crime, the team needs more routine training, accountability, and processes to conduct more thorough scene exams.

Expanding Child Firesetter Programs. Half of all intentionally-set fires are caused by children. More members need training in evaluating children who start fires. Additional education options are needed for at-risk children.

Repairing Fire Hydrants. With more than 3600 hydrants, managing emergency repairs across four water districts is challenging. Implementing a more efficient work order system will reduce out-of-service times.

Evaluating Water Supply in Areas without Hydrants. Areas without public water and fire hydrants need to be identified. Our ability to transport water with fire apparatus or pump from open bodies of water such as ponds and streams should be evaluated.



Meeting the Needs of our Employees

Our people are our greatest resource. Attracting, retaining, and caring for those who serve is a key to continued excellence. Our strategic plan focuses on goals that provide a rewarding, challenging, and safe environment for our members. By doing so, members are recognized for their contributions and further empowered to provide excellent service.

Promoting Workplace Safety

Creating Safer Fire Stations. By recognizing and minimizing safety and security threats, our fire stations will become more resilient during a disaster. In turn, our members will be able to respond quickly after the event versus potentially becoming a casualty.

Evaluating Departmental Safety and Health Initiatives. Staying up-to-date with progressive health and wellness initiatives is vital to the wellbeing of our members. Potential areas for exploration include presumptive cancer policies and the adoption of new safety equipment.

Leading by Example

Seeking Fair Compensation. Maintaining a fair and competitive pay plan is valued by all members and should be continuously monitored. Improving the way members are recognized and rewarded for their dedicated service to the community is essential for recruiting and retaining the best members and achieving greater levels of job satisfaction.

Supporting Our Members. Establishing a better relationship with Human Resources will provide our members with accurate, timely, and consistent direction and provide a tremendous benefit.

Providing Clear Policy and Rules. Our department does not have current guidelines for responding to emergencies. Providing members with a broad array of operational guides will keep employees safe and set clear expectations.

Adding Staff in Training. Our members need more training staff to meet the department's operational objectives and to ensure our proficiency.

Working Smarter. Providing software or additional staff to reduce the time fire officers spend solving routine staffing issues would greatly assist the operations division.

Surveying Current Staffing Levels. It was identified that a Standard of Cover would help the department identify minimum staffing levels.

Improving Data Dissemination. The department collects a wide range of data on all major elements of our operation; providing clear and timely reports for our members will lead to positive organizational change and individual accountability.

Employee Development

Mentoring & Credentialing Members. Our members seek clear paths for succeeding within their position. Promotions should result from those members who meet certain criteria for serving at a higher rank.



Meeting Future Needs

Franklin Fire must continue forecasting the expectations of our growing community. Future goals reflect our efforts by capitalizing on future growth, expanding new technologies, and becoming more responsive and predictable to our stakeholders.

Building a Safer Franklin

Adopting Home Fire Sprinkler Requirements. Adopting and enforcing a residential sprinkler code for new homes is reasonable, responsible, and proactive.

Modeling Water Available for Fire Protection. As Franklin grows, our water supply systems must evolve. By collaborating with our water utility districts, we can model and test the infrastructure to meet the needed fire flows in critical areas.

Expanding Permits. Creating a permitting system for fire sprinkler and fire alarm plans will identify significant issues earlier in the development cycle. This will allow us to conduct final inspections faster and reduce frustration for contractors who otherwise might need to make field changes.

Seeking Innovation

Adopting a Bystander CPR Program. Bystander CPR programs utilize advanced technology to match critical emergent medical care with certified volunteers in order to help increase patient survivability.

Planning for Potential EMS Division/Transport Service. EMS calls represent the majority of our incident responses. Creating a plan for the adoption of medical transport capabilities is a logical next step for our department, as is creating a dedicated EMS division to manage this operation.

Exploring Opportunities for Fixed Public Education Facility. As the Franklin Fire Department nears its 200th 'birthday,' exploring avenues to showcase its rich history provides an interesting concept. In addition to serving as a museum dedicated to the department's rich history, a fixed facility would provide an excellent opportunity to offer valuable public education and outreach.

Continuing Our Long-Range Planning

Though this may be the first time Franklin Fire Department has undertaken the creation of a strategic plan, those involved in the process quickly recognized its potential utility. With that consideration in mind, several recommendations were submitted to urge the department to continue its strategic planning efforts, including:

Continuing to Plan. Though the current scope of the plan spans five years, it's important to remember that our plan is a dynamic, living document. As the department makes improvements and inevitable new considerations arise, a fundamental aspect is its ability to be revised quickly.

Representing Our Budgeting Goals. As our strategic plan represents the long-term goals of the department, it stands to reason that our budgeting process should correlate closely with the themes and strategies set forth within this plan.



Considering Apparatus and Fixed Facility Needs. When considering the needs of the future, it's important for the department to maintain and replace as necessary our existing capital resources.

Formalizing Our Goal-Setting Processes. While the department has always set goals to spur continuous improvement, it's important to formalize and publicize this goal-setting process. Doing so will help us remain accountable and transparent while delivering first-class services.



Looking Ahead

Franklin Fire Department's Strategic Plan for 2017-2022 is intended to be a dynamic document that can react fluidly to the department's constantly evolving requirements, needs, and goals.

The recommendations contained within this plan were placed upon an aggressive and ambitious timeline. Additionally, these recommendations identified many individuals to aid in their completion. Because this plan spans five years and involves achieving ambitious goals, it's reasonable to assume that timeframes will shift or previously unidentified personnel will be phased in to help complete certain tasks. The dynamic nature of this plan ensures that these changes will be easily adopted into the work already established.



Appendix A: Acknowledgments

Franklin Fire Department's Strategic Plan is the result of a truly collaborative process. Many individuals worked together over the last year to help form our first ever, long-range strategic plan. I would like to take this opportunity to thank those involved.

Bob Norton of the Norton Development Group played an instrumental role in helping to guide the department through this process in facilitating several strategic planning meetings. His diligent work has been extremely valued by our department.

Thanks also to the members of the Steering Committee for their efforts in ensuring this process truly focused on improving the Franklin Fire Department. David Currie, David Edge, Jonathan Gill, Todd Horton, James Jennings, Glenn Johnson, Andy King, Jose Periut, Joe Polenzani, and Matt Stout all deserve recognition for their valuable leadership.

Additional thanks to Firefighter/Paramedic David Hickel for his work throughout this process. His dedication and continued efforts in documenting and drafting this plan are greatly appreciated.

And finally to Jamie Melton, Beth Reeser, and Joanne Finn for documenting, supporting the committees, and copy-editing the final document, we could not do it without you.

To the many members of this department who worked together on the self-assessment which formed the basis for this plan, thank you for the outstanding work you provided:

Alan Fullwood • Alex Enochs • Anthony Sedlak • Bill Almon • Brian Brandon • Brian Daugherty • Clay Mackey • Curt Edelmann • Dan Doss • Daniel Donegan • Dave Metcalf • Doug Bowman • Dustin Anderson • Eddie House • Geoff Manfre • Geoff Woolard • Greg Baltimore • Greg Wild • James Gambill • Jamie Melton • Jason Morgan • Jeff Boggs • Jeff Essig • Jeff Standifer • Jeremiah Rogers • Joanne Finn • John Carolan • Jonathan Dye • Jonathan Jenkins • Josh Meeks • Josh Sanders • Kevin Hunt • Kirk McGee • Kris Bull • Mark Hall • Matt Anderson • Matt Eley • Michael Pardue • Michael Radom • Quaid Ledingham • Richard Hasley • Richey Shatz • Rick Cotton • Ryan Naylor • Sarah Glenn • Sean Smith • Shane Wyatt • Steve Denny • Terry Storey • Todd Wilson • Tom Chaffin • Tyler Crews • Wayne Mobleby • Will Farris

In addition to the names listed on this page, I'd like to extend my gratitude to all those who have helped this project become a success.

Thanks to you all,

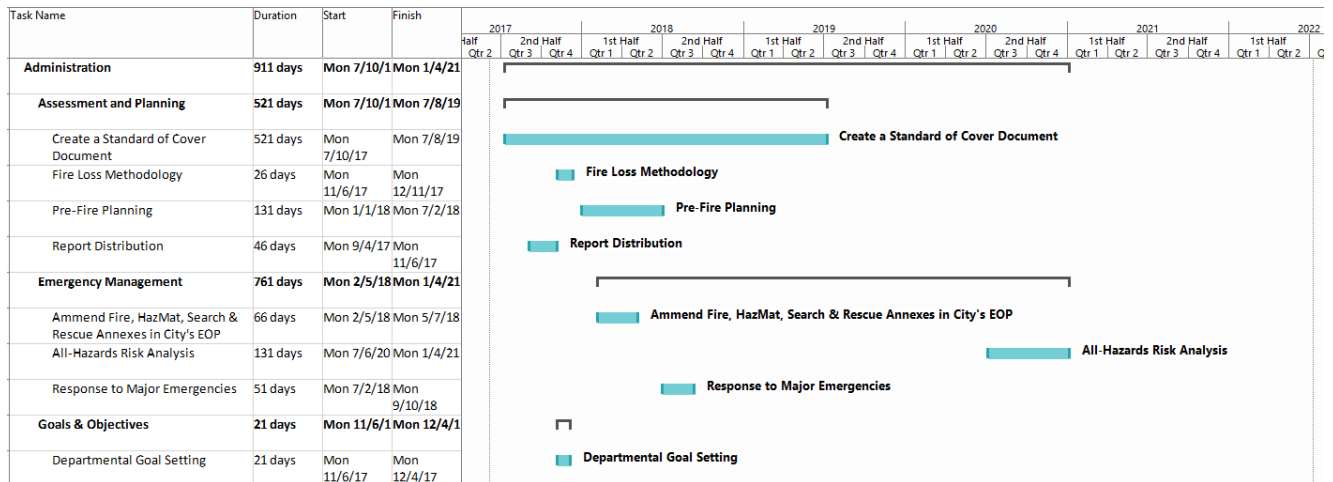


Appendix B: Gantt Chart for Plan Implementation

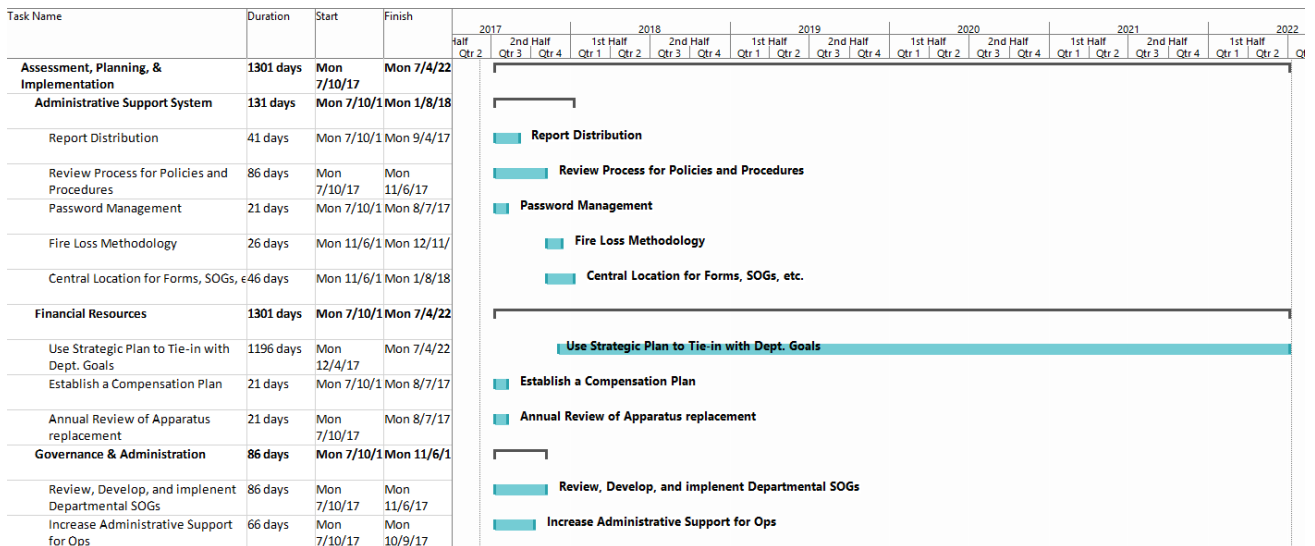
Overall View



Administration View

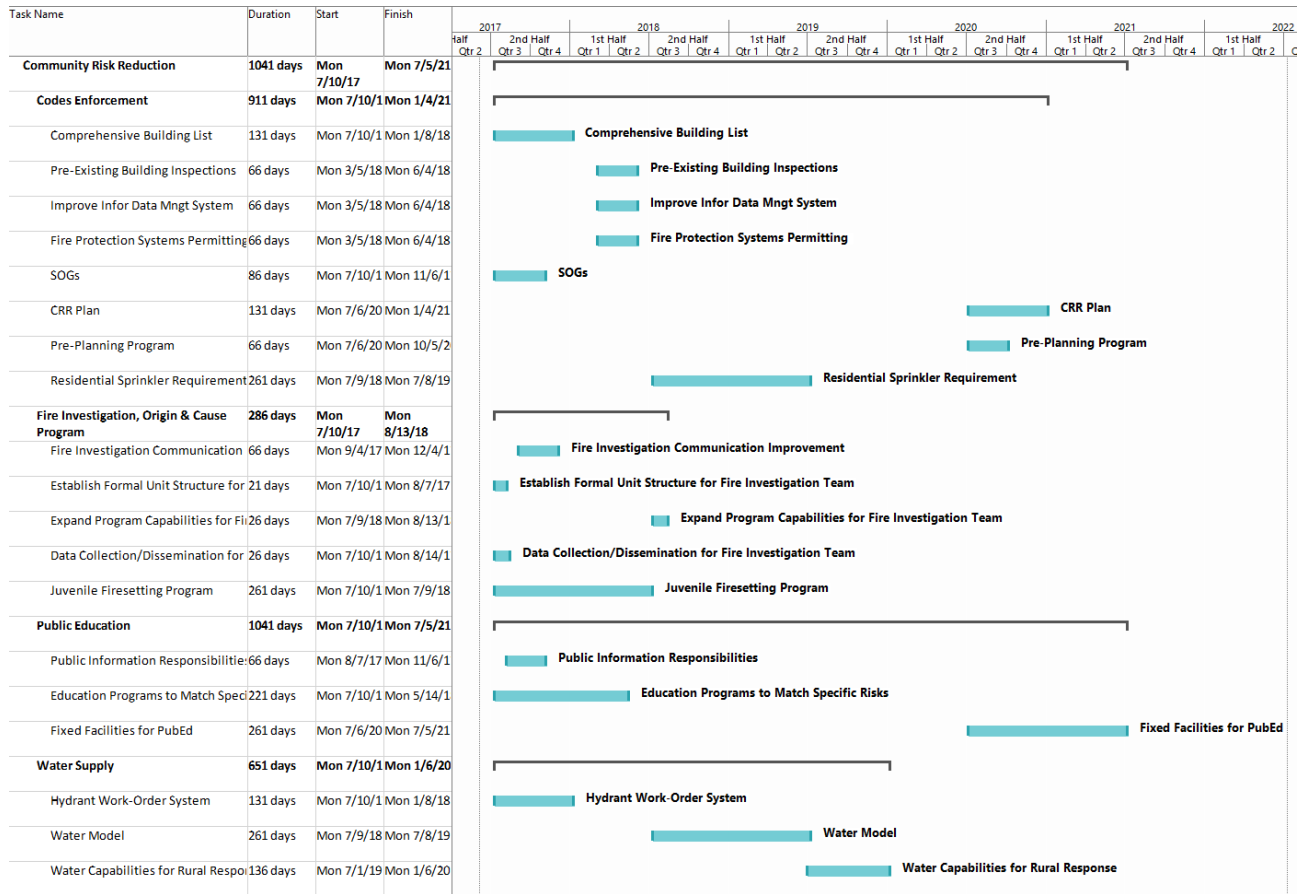


Assessment, Planning, & Implementation View

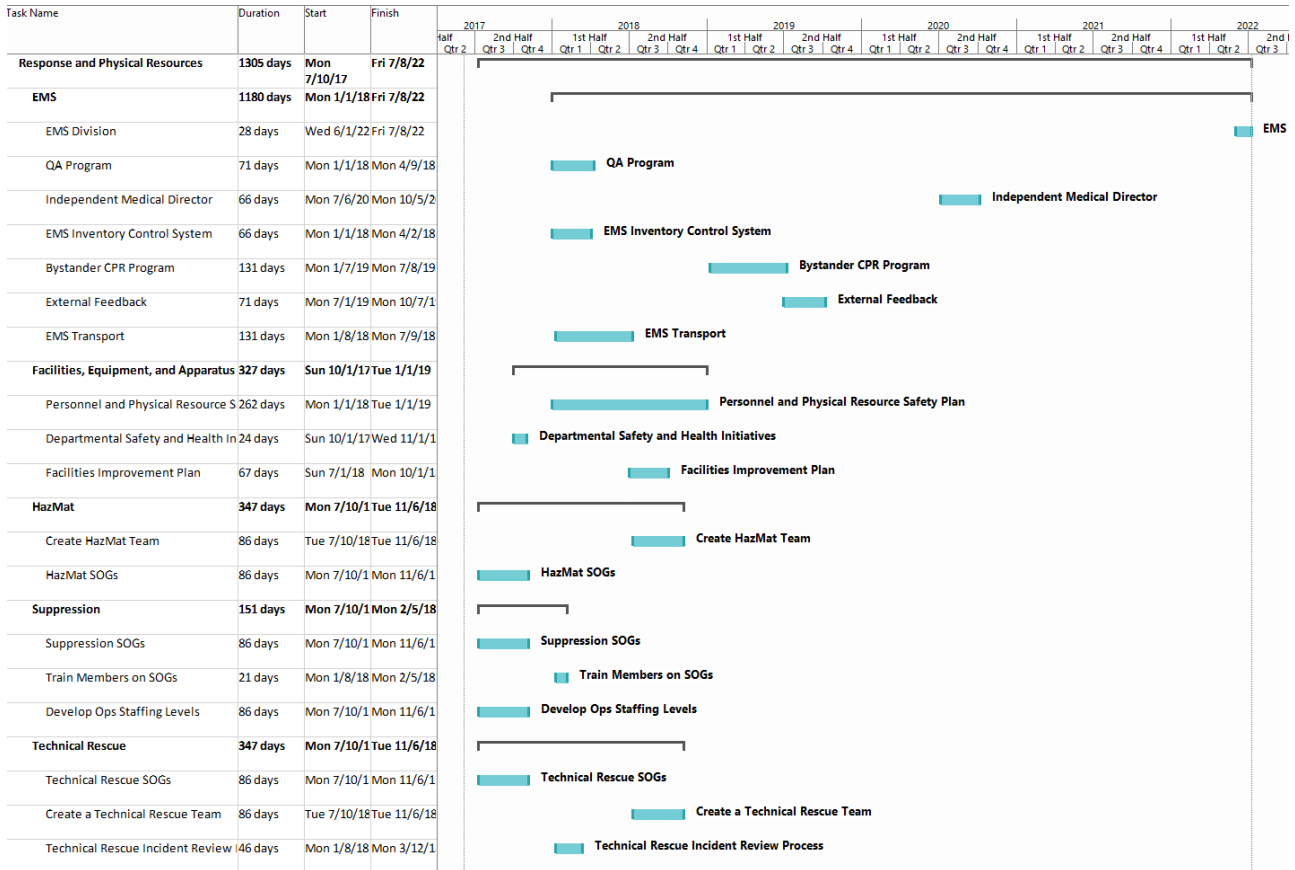




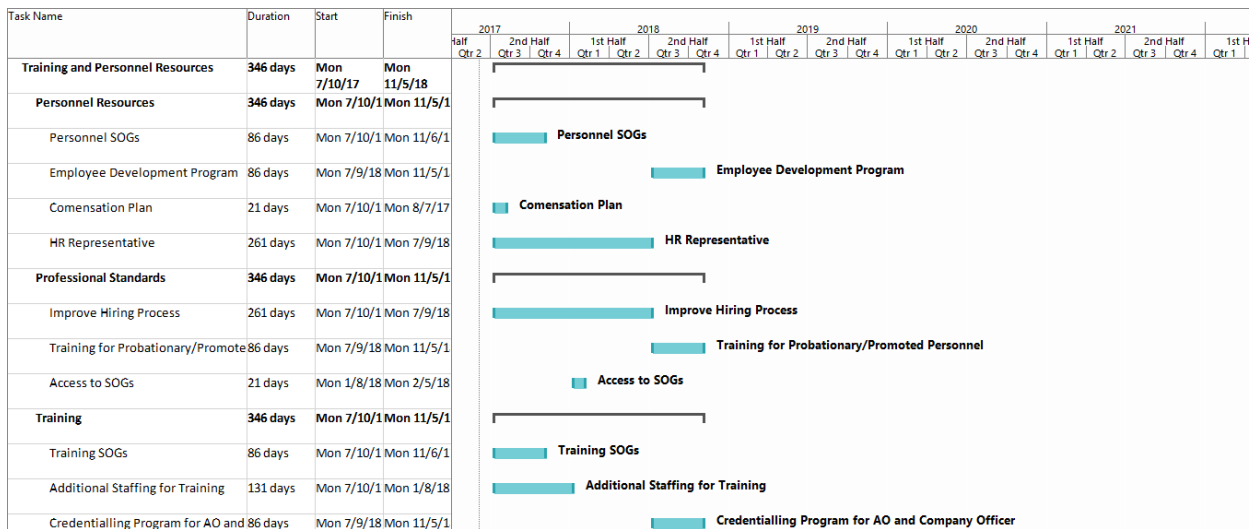
Community Risk Reduction View



Response and Physical Resources View



Training and Personnel Resources View



Appendix C: Complete List of Recommendations

Assessment and Planning

Recommendation # 1: Create a Standards of Cover document that incorporates all available planning elements currently in existence.

Rationale:

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How? Using CFAI standards of Cover document for the model, committees as established by the foundation development process, GIS, FH, and other City Data, results from other recommendations, etc., develop the document.</p> <p>Who? All stakeholders</p>	<p>How Long? 3-5 years Priority? High</p>	<p>None</p>





Recommendation #2: Define a methodology for determining fire loss and save.		
Rationale: The department currently adopts no standard process for defining dollar losses and dollars saved from fires. This prevents accurate reporting to the State and National databases and hampers our local reporting and benchmarking efforts		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How? Locate or define a model. Train all employees. Implement Who? Fire Prevention Division – to develop Training – to teach All employees – learn and implement	How Long? 3-6 months Priority? Low	None

Recommendation #3: Develop and initiate a pre-fire planning initiative focusing first on high life safety and critical infrastructure.		
Rationale:		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How? Utilizing Various database sources within the City, Occupancy data elements in FH, Collector App for GIS and model pre-planning programs, identify applicable buildings and define a program for data collection. Who? Fire prevention, ASO, Operations Chief, Admin chief to define program. Training to teach. All employees to learn and implement.	How Long? 6-12 months Priority? High	None



<p>Recommendation #4: Create reports that clearly demonstrate the department’s efforts with regard to planning, response, education and other relevant data.</p>		
<p>Rationale: The department generates virtually no reports for the department as a whole to review and evaluate its efforts toward meeting goals, standards, etc., which are needed to implement changes for improvements.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>How? Each time the departments sets a goal, standard, benchmark, or other measure it should insure there is a report created to evaluate our compliance with it.</p> <p>Who? Each division working with Admin Chief, ASO, and IT as necessary</p>	<p>How Long? Initially 6-12 months</p> <p>Priority? High</p>	<p>None</p>

Emergency Management

Recommendation # 1: Complete a review and revision of the Fire, Hazardous Materials and Search and Rescue Annexes to the City’s Emergency Operations Plan.

Rationale: This plan was last updated in 2010 and needs to be reviewed annually. The department has undergone many changes in the last 7 years which need to be included in the plan.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How? Conduct meetings to review and revise the document Who? Chief Horton, a few interested FFD employees, EMA personnel	How Long? Estimated 2 months Priority? High	There will likely be some overtime costs for off-duty personnel

Recommendation # 2: Develop and perform an all-hazards risk analysis process and create SOGs that govern our role in preparing and responding to these events.

Rationale: The department does not have SOGs that address this issue and needs them to help guide department personnel in preparation and response to the incidents.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How? Using all-hazards risk analysis models and a critical infrastructure vulnerability assessment model, conduct meetings, site visits, etc. to identify and analyze the various hazards and establish guidelines for them. Who? A committee of interested FFD employees	How Long? 1-2 years Priority? Medium	There will likely be some overtime costs for off duty personnel





Recommendation # 3: Develop programs for preparation and response to major emergencies.		
Rationale:		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How? Using technology, mapping, training, tools and resources, meetings can occur to define the way the department responds to major emergencies</p> <p>Who? A committee of interested FFD Employees</p>	<p>How Long?</p> <p>Priority?</p>	

Goals and Objectives

Recommendation #1: Develop a departmental goal setting process		
Rationale: The department does not currently have a formal goal setting process to illustrate and assess overall annual goal and objective achievement		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How</p> <ul style="list-style-type: none"> Formalize a Goal Setting Process Determine a period for reporting of results Make sure goals and specific objectives reflect departmental mission and vision Communicate the goals, objectives, and accomplishments to each employee Involve the governing board in departmental goal setting <p>Who</p> <p>Widespread stakeholder participation</p>	<p>How Long</p> <p>Creating the process and setting the goals will not take long; monitoring and reporting progress will be an ongoing process</p> <p>Priority</p>	<p>Costs are minimal</p>



Administrative Support System

Recommendation #1: Determine the scope of the monthly FFD division reports		
Rationale: Fire officers and other supervisors require accurate and up-to-date data, in order to effectively manage department operations.		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Survey operations and administrative officers to determine which types of information would be useful. Examples include: turnout time, average and longest response times, training hours, call volume by apparatus and station, overtime used, sick time used, and completion of TFACA classes or Commission certifications.</p> <p>Most of this information is currently available, but it must be accessed by each individual officer from a variety of different sources.</p> <p>Reports should be compiled into a consistent format and distributed within the first week of each month. Administrative personnel would be needed to handle the work.</p>	<p>All of the necessary information is already being captured, so work could be started immediately. The more serious challenge will be determining the report's format and layout.</p> <p>Given the importance of monitoring our organization's performance, work should be started as soon as possible.</p>	<p>Once the format and process has been established, the ongoing work could probably be done by existing support staff.</p>





Recommendation #2: Establish a Review Process for Policies and SOPs		
Rationale: A comprehensive and up-to-date set of guidelines and policies is essential for safe and efficient operations.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Once a current set of SOPs has been developed, a schedule for review should be established, based on the rate of change anticipated within the policy's subject.</p> <p>The policy development company, group, or committee should handle this task as part of the policy development process.</p>	<p>The policy development company, group, or committee should be able to complete this task in a matter of days.</p>	<p>No extra costs anticipated.</p>



Recommendation #3: Utilize a Password Management Software System		
Rationale: Requiring employees to utilize multiple user names and passwords decreases productivity, as employees are forced to look up their user name and password every time they log into a program, this practice actually decreases security, as the employee will invariably store their passwords in a relatively unsecure location, such as a personal cell phone or fire station locker door. The hassle associated with these practices also discourages employees from using the programs we have purchased.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Each FD employee must remember multiple user names and passwords for the software programs used by the city. Examples include Everbridge, Green Employee, Kronos, Power DMS, Target Solutions, Trakstar, Windows, and more. Many of these programs also use different user names: john.smith, john.smith@franklintn.gov, jsmith, john smith, etc. Some passwords must also be changed on a regular basis.</p> <p>Commercial password management (“keychain”) programs are available and used by companies worldwide. Given the number of times that our employees utilize computers in their jobs, it is counterproductive and frustrating for them to manage so many passwords and IDs. Password management software would also increase security by eliminating the need for employees to write down their login information or keep it stored on a personal device.</p> <p>MIT would have to be responsible for specifying, purchasing, and managing the software. However, the FD should be involved in the process in order to ensure that the product meets our needs.</p>	<p>The software could be researched, specified, purchased, and installed within six months.</p> <p>The time required to properly field train all personnel in the software’s use must also be factored in.</p> <p>The project should be started as soon as possible.</p>	<p>Cost unknown.</p>



<p>Recommendation #4: Improve the process of estimating and reporting actual fire loss amounts.</p>		
<p>Rationale: The department cannot accurately report or track its fire losses and saves without accurate data. The members of the department are currently not trained to provide these estimates.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Fire personnel are not trained or experienced in estimating building or content losses.</p> <p>The Prevention and/or Training Divisions should work with contractors, realtors, and insurance companies to create a guide for estimating losses. The guide could contain the average home price per square foot, based on geographic location, and the cost of an average room's contents, broken down by room type, such as bedroom, living room, kitchen, etc.</p> <p>The guide could be made available in print or through the FD's network of PCs and MDTs.</p>	<p>The project could be completed within three months, if personnel are available.</p> <p>This is not a high priority project, but the guidance is needed.</p>	<p>There should be little to no extra costs involved with this project.</p>



<p>Recommendation #5: Create a central location for all FFD forms, SOGs, programs, etc.</p> <p>Rationale: Placing all of the department’s forms in a centralized location will speed access, simplify training, and increase efficiency.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Most forms used by the FD are currently accessible from the Fire page on Inside the City. However, there are still some forms stored on the G: Drive, and many HR forms are only available from their section of the network.</p> <p>All forms used by FD employees (including HR, risk, payroll, insurance, and discipline) should be identified and placed in a central location, such as the Fire page on Inside the City. A survey of each division should be conducted, to identify which forms are still in use.</p> <p>A member of the administrative support staff should be responsible for the maintenance and updating of the archive. Additionally, other city departments must provide the FD with updated versions of relevant forms, any time that changes are made.</p> <p>Training should be provided for all current and future supervisors on the location and completion requirements of each form.</p>	<p>The project could be completed within three months, but should be scheduled for completion before the end of 2017.</p>	<p>No extra costs anticipated.</p>

Financial Resources

<p>Recommendation #1: Use the strategic plan to tie-in the budgeting process with departmental goals and strategies</p>		
<p>Rationale: Adequate annual funding of this plan is critical to departmental goals and strategies.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Ask the committees already formed that are attached to the Strategic Planning initiative to formulate a 5 year and 10 year objective list as part of their research. Submit this list to the department leadership to finalize a long range planning initiative. Combine the planning initiative with expected yearly budget connected to the fire department to prioritize initiatives over the next 5-10 years.</p>	<p>Committees should be informed immediately so that proper information can be gathered and work can begin on forming 5-10 year planning.</p>	<p>No cost initially but budget allocation could be effected over the span of 5-10 years depending on agreed initiatives.</p>





Recommendation #2: Establish a new compensation plan

Rationale: The compensation plan is created for a competitive, fair and equal system of salary incremental increases to progress an employee through their career. The compensation plan will address market value, compression and inversion pay issues. The compensation plan identifies each rank within the organization and identifies an initial starting salary for that specific rank. The initial starting salary will be reviewed yearly in review of the Consumer Price Index to ensure a fair market competitive salary is provided. Within each rank the compensation plan will have yearly incremental increases to progress an employee through the position. The yearly incremental increases will be adjusted to reflect any changes to the initial starting salary. The compensation plan has a definitive promotional salary increase as an employee increases their rank within the organization. The compensation plan has dynamics to address employees who temporarily serve out of rank and their compensation for serving in these roles. The compensation plan addresses compensation for employees who serve on specialized teams within the organization.

The compensation plan provides employees with a financial career growth path. This path allows employees to have insight on their financial growth which promotes loyalty, stability and determination.

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Perform another pay/benefits assessment which will establish pay ranges separated by pay grade. Break the pay grade into 5-10 year service markers. This will allow for achievement of top out inside of an employees pay grade which currently is not likely given a 25 year service time.	This change should occur immediately to ensure retention of current and future employees. Pay/benefits assessment could be completed in 6 months with implementation occurring at the subsequent budget year.	Scaling costs depending on pay/benefits analysis and commitment from city of franklin.



<p>Recommendation #3: Conduct an annual review of apparatus and vehicle replacement scheduling</p>		
<p>Rationale: An apparatus replacement schedule should be established using NFPA 1901 along with organizational priorities to ensure that front line and reserve response apparatus remain safe and well maintained during its useful life. Adequate annual funding of this plan is critical to maintain apparatus reliability.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Consult with fleet management on current apparatus replacement schedule and determine what is in place now. Compare with departments with comparable resources to determine what changes would be appropriate.</p>	<p>Consulting with fleet could be accomplished in 90 days with comparisons being completed in an additional 90 days. Final recommendations could be made within 120 days.</p>	<p>Difficult to determine without completed report. Any potential increase in cost could be included in long-range plan from recommendation #1.</p>

Governance and Administration

<p>Recommendation #1: Review, develop, and implement departmental SOGs and Policies</p> <p>Rationale: A comprehensive set of guidelines and policies is essential for safe and efficient operations.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Obtain copies of <u>complete</u> and <u>current</u> city policies from HR.</p> <p>Determine which areas of FD operations are covered by city policies (add fire-specific language to city policies, if necessary).</p> <p>Determine which areas of operations should be covered by FD policies/procedures, and which should be addressed in training manuals or operating guidelines. Example: the FFD policy says that we use triple layer loads with 150’ of 1.75” hose in our front crosslays. The manual or guideline tells a recruit how to deploy and reload the crosslay.</p> <p>Find an organization with operations substantially similar to ours and use their SOPs as a basis for our own, with minor modifications, as needed.</p> <p>Establish a timeline for review of each policy/procedure. Policies may be reviewed annually, or every two to five years, depending on the rate of change in the topic covered.</p> <p>There are three options for accomplishing the development and revision of SOPs:</p>	<p>The primary problem with determining the timeframe for this project is that the city does not have a complete and current set of HR policies available to employees. There are also FD policies that are different from those used by other city employees.</p> <p>A set of <u>proposed</u> FD policies could be developed. However, until the city confirms that the FD policies are compatible with city policies, there is no way to implement them.</p> <p>With efficient input from the FD, an outside company could provide a full set of well-designed SOPs within a matter of months. A focused working group, using existing SOPs as a starting point, could probably complete the work within six months, provided they are given timely feedback on questions sent to city administration. A committee could easily take a year or more.</p>	<p>Costs for an outside company are unknown, as this option has not been previously explored. However, compared with the cost of a full-time employee (of any rank) dedicated to policy development, or the overtime costs associated with committees, the fees would certainly be reasonable.</p>





<ol style="list-style-type: none"> 1. Establish a committee representing various ranks and divisions within the department and allow them to develop the policies. 2. Appoint a small working group of two to three people, and empower them to do the majority of the work, with the understanding that the resulting document will reflect currently-accepted FFD procedures and best industry practices. All policies will be subject to review by senior staff. 3. Hire a company, such as Lexipol, which specializes in developing comprehensive, defensible policies and procedures for fire departments. The company will also be responsible for updating all policies to reflect changes in law, technology, or industry practices. <p>Given Franklin’s financial resources and limited administrative staff, I would strongly recommend option #3. Utilizing an outside company would allow our personnel to provide initial guidance for policy development, and then focus their efforts on providing training that reinforces and supports the policies, rather than working on the policies themselves.</p> <p>Failing this, option #2 would be the fastest and most efficient way to proceed.</p>	<p>Proper SOPs are a cornerstone of safe and efficient operations. They also provide employees with guidance, and help a department to manage its risk exposure.</p> <p>Development of up-to-date SOPs should be a high priority for our department.</p>	
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<p>Recommendation #2: Review options to increase administrative support for operational division</p>		
<p>Rationale: Shift staffing and scheduling (especially locating overtime personnel) takes up far too much of the shift officers’ time, especially since the operating rules in Kronos do not correspond with our department’s scheduling policies. Staffing and scheduling tasks for all three shifts should be consolidated into an administrative support position. The Training Division could also use more support staff, for clerical duties, program development, and instruction. Another example is the Administrative Services Officer position. By necessity, Captain Mackey spends much of his time on IT and dispatch issues. We should consider having one administrative officer dedicated to IT support, and another handling the traditional ASO duties, in order to ensure that all areas of operations are supported.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Survey fire officers in the field and staff personnel at Admin. to determine what tasks require specialized training to perform, and which could be handled by non-suppression personnel.</p> <p>Develop job descriptions for support staff, which incorporate these tasks.</p>	<p>Requests for additional personnel would have to be presented as part of next year’s budget, unless some sort of emergency addition can be made. However, the need has been growing for a number of years, and the situation should be addressed as soon as possible.</p> <p>Given the relative sizes of our agencies, there is no reason that the FD should not have the same ratio of support personnel as the PD. Education may be an issue, as BOMA, HR, and city administration are most likely unaware of the complexities of FD staffing, training, and operations.</p>	<p>Costs would depend on the pay grade and requirements for each support person.</p>

Public Education

Recommendation #1 (Chapter 4, Criterion 5B: Public Education Program, reference questions #29 – 42)

Define roles and responsibilities related to public information in order to more effectively:

- Inform the public in a timely manner of immediate threats and hazards, such as an incident requiring evacuation or shelter in place.
- Release official statements promptly to the media regarding major fires and emergencies.
- Manage increasing requests for information/interviews.
- Achieve a coordinated approach across all media platforms and outreach avenues (including social media – presently these are managed by different individuals throughout the city)
- Achieve a coordinated approach across all divisions of the fire department – operations, community risk reduction and administration/emergency management – both in emergency and non-emergency situations.
- Educate the public, improve community outreach and increase visibility.
- Embrace media and methods of public engagement in both emergency and non-emergency situations.

RATIONALE: We must define the roles and responsibilities related to public information so that we may inform the public in a timely manner on all pertinent information regarding immediate threats and hazards.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How do we accomplish this?</p> <p>Put into place a dedicated, reliable, consistent, publicized and standardized communications process, structure, and hierarchy to manage public information in a coordinated effort for both emergency and non-emergency situations.</p> <p>Possible solutions might include:</p> <ul style="list-style-type: none"> • Creating a dedicated Public Information Officer position, similar to the Franklin Police Department and Murfreesboro Fire Department. This solution would create consistency, reliability, one voice/one message and a single 	<p>How long will this take?</p> <p>1 year – Within 1 year put a structure into place utilizing existing personnel.</p> <p>Within 5 years consider creating a dedicated PIO position, similar to local agencies Franklin Police and Murfreesboro Fire.</p> <p>Priority - High Priority</p>	<p>Costs attributed to the 1-year solution may involve paying overtime for non-exempt personnel.</p> <p>The 5-year solution if implemented would involve the cost of adding a new staff position.</p>





<p>point of contact for the media, fostering relationship-building and media partnerships.</p> <ul style="list-style-type: none"> • Assigning existing shift personnel to this task (preferably not the Incident Commander or individual who is actively involved in managing the incident). • Assigning an on-call PIO who would respond to and/or coordinate timely communication of incident information. <p>Who is involved?</p> <ul style="list-style-type: none"> • Fire Chief • Deputy Chiefs • Battalion Chiefs • Assistant Fire Marshal • Fire and Life Safety Educator • City of Franklin Communications Manager • Franklin Police PIO (who presently handles coverage of major incidents for FFD) 		
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Recommendation #2 (Chapter 4, Criterion 5B: Public Education Program, reference questions #1 – 25)

Design, create and deliver compelling educational programs that target and reduce specific risks, and:

- Are based upon identified high loss and high risk audiences.
- Educate citizens of the most common emergency occurrences and risks.
- Utilize standardized curriculum and materials that follow nationally-recognized best practices.
- Whenever possible incorporate immersive, interactive environments.
- Have adopted and published goals.
- Have defined measurable outcomes.
- A process to routinely evaluate the effectiveness.

RATIONALE: We must define and measure our existing educational programs in order to guarantee the efficient use of our resources as well as facilitate targeted learning opportunities for our community and its stakeholders.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How do we accomplish this? Five key ways:</p> <ul style="list-style-type: none"> • Adopt and publish public education goals based upon identified high loss and high risk audiences with defined, measurable outcomes. • Evaluate existing programs based upon the following criteria: • Educate citizens of the most common emergency occurrences and risks? • Delivery of messages in accordance with standardized curricula and nationally-recognized best practices for the age group/target audience? • Effective in reducing community risk? • Is program immersive or interactive? • Participant, instructor, support personnel (firefighter), teacher and parent feedback. • Correct deficiencies identified in program evaluation. • Add/expand programs if determined necessary. • Build/incorporate assessment tools into every program. <p>Who is involved? Fire Marshal Assistant Fire Marshal Fire and Life Safety Educator</p>	<p>How long will this take? 1 – 3 years</p> <p>Priority – Medium Priority</p>	<p>If determined additional/expanded programs are needed, there may be associated costs with staffing and the purchasing of program equipment and supplies.</p>



Recommendation #3 (Chapter 4, Criterion 5B: Public Education Program)
 Create physical facilities for public education and public information:

1) Safety City campus or public education station
 Establish a dedicated location/campus where people of all ages may come to learn CPR, get car seats checked, complete a Family Safety House style program and more. This would enable us to deliver higher quality educational programs with more consistency in a controlled, comfortable and safe environment that is not subjected to weather or incident response. This would also alleviate the need for our personnel to travel to and staff a majority of public education events. This will become increasingly important with our department's rising call volume and demands.

2) Original 1892 fire station/City Offices building on Public Square
 Acquire the original fire station on Public Square for the purpose of creating a fire museum. The museum would be dedicated to collecting, conserving and sharing the history of the Franklin Fire Department.

RATIONALE: We should consider creating dedicated facilities designed for hosting public education events and showcasing the historical evolution of our department. This will enable us to deliver higher quality programs more consistently and meet increasing public education demands, as well as celebrate the FFD's 200th Anniversary in 2020.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How do we accomplish this? Community partnerships are key. Potential partners for the safety city include the Franklin Police and Parks Departments, and other Williamson County municipalities. Partner with the Heritage Foundation of Franklin and Williamson County for the 1892 fire station. Who is involved? Mayor and Aldermen City Administrator Fire Chief Fire Deputy Chiefs Assistant Fire Marshal Fire and Life Safety Educator Franklin Firefighters Association COF Communications Manager COF Community Relations Manager Heritage Foundation of Franklin and Williamson County Police Chief Parks Dept. Director	How long will this take? 5-10 years Priority – Medium Priority	Expensive

Fire Investigation, Origin & Cause Program

Recommendation #1: Maximize communication within unit and organization		
Rationale: To ensure all investigators comply with the same standards ensure that all fire investigations are consistent and systematic. To keep all investigators apprised of current trends to maximize effectiveness.		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Hold regular unit meetings</p> <p>Establish notifications for investigators on all fires</p> <p>Conduct training in evidence preservation and unit goals for suppression personnel</p>	<p>How long will it take? Immediately Priority level?</p>	<p>Overtime for investigators to attend off duty</p>

Recommendation #2: Establish formal unit structure.		
Rationale: Maximize effectiveness and consistency of fire investigations conducted by the department regardless of shift		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>The team must have official designation within the Department</p> <p>The team will have a defined number of investigators that will meet minimum standards of NFPA 1033</p> <p>A minimum number of training hours should be established and required of all unit members</p> <p>Establish a team coordinator to ensure compliance with minimum standards and facilitate daily operations</p>	<p>How long will it take? Immediately – 1 month</p> <p>3 months</p> <p>3 months</p> <p>Immediately</p>	<p>Personnel costs and OT for training</p>





Recommendation #3: Expand program capabilities.		
Rationale: Establish effectiveness in all investigations being conducted to ensure successful cause determination and prosecution.		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Increase relationship with FPD, DA’s office, and other applicable agencies	12 months	Potential overtime for training personnel
Provide sufficient authority for investigators to be able to perform duties	12 months	No cost
Decrease reliance on the PD to ensure case follow through/resolution	12 months	No cost
Train investigators on legal impacts of criminal investigations	< 6 months	OT for training personnel
Ensure safety of investigators during investigative activities	12-24 months	Additional equipment costs
Model fire investigation program after other effective units, such	12 months	

Recommendation #4: Ensure high quality data collection/dissemination		
Rationale: Ensure effective investigations and provide local data for target fire prevention efforts		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Ensure utilization of the Bomb/Arson Tracking System and provide monthly reports to Fire Marshal's Office for targeted prevention efforts	Immediately 1 month	No cost
Implement policies addressing reporting requirements		

Recommendation #5: Develop and implement Juvenile Firesetting Program.		
Rationale: Provide education and treatment resources for juveniles involved in fire play incidents		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Model FFD program after other successful programs in the country	Immediate	Training and overtime costs
Ensure appropriate JFS referrals to the unit by suppression company personnel through policy and accountability	Immediate	Training and overtime costs
Ensure that policies are in place to address JFS incidents	6 months	Training and overtime costs
Properly train Fire investigators to maintain the effectiveness of the program	12 months	Training and overtime costs



Water Supply

Recommendation #1: Implement a functional work-order system.

Rationale: Currently hydrant problems are not addressed in a timely basis causing frustration when the issue is noted, but work is not completed. Four utility districts need to be able to immediately see, assign, and correct issues and keep the fire department informed of progress.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How do we accomplish?</p> <ul style="list-style-type: none"> • Identify potential hardware/software needs • Involve stakeholders (internal / external) • Choose, adopt, and train on the new system <p>Who is involved?</p> <ul style="list-style-type: none"> • FFD Personnel • Frankin IT • 4 water districts • Potentially allow for external stakeholder input 	<p>How long will it take? 1 year to 18 months</p> <p>Priority level? This is a high priority due to the fact that it would tremendously expedite the process in reporting, repairing, and improving our water delivery system</p>	<ul style="list-style-type: none"> • Software implementation • Man hours – however, we have staff that is currently available to work towards this goal • Training employees for use of new system





Recommendation #2: Establish a water model		
Rationale: A water model is a computer model of the individual pressure zones. Some of these zones are really large. There is no way of knowing how much water is expected without modelling, testing the model with hydrant flow data, and making corrections. We need to identify key areas and emphasis the importance of the utility districts having viable models and sharing that data with us.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How do we accomplish this? <ul style="list-style-type: none"> • Approach other stakeholders to encourage involvement • Determine the desired scope of the end result • Bring in a third party consulting/engineering group to evaluate the current system and identify future needs in our water system • Share/review data from the model Who is involved? <ul style="list-style-type: none"> • FFD • Franklin Water • Mallory Valley • Millcrofton • HB&TS • Engineers • Consultants 	Timeframe: 3-5 years Initially, we have to get other departments on board and agree on the need The next step will be conducting the study. Finally, the data must be shared and reviewed Priority Level This is a high priority, because it directly affects current and future operations and planning of FFD	Costs: Explore the costs associated with such a large undertaking. Identify all parties that would have an interest in participating in this process, and look into sharing the cost across all agencies.



Recommendation #3: Evaluate Rural Response Capabilities		
Rationale: The department relies upon mutual aid to provide a rural water supply. Static sources of water that could be used are not mapped and we have not identified what equipment and training might be necessary. We need to determine what the expectation is to use these alternative water sources.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How do we accomplish this? <ul style="list-style-type: none"> Identify personnel familiar with current rural response capabilities Conduct an inventory of available resources Determine the need for new/additional equipment Who is involved? <ul style="list-style-type: none"> FFD personnel Water districts External agencies (WCRS, Brentwood, etc.) 	Timeframe: 1-2 years It should not take long to conduct a self-assessment of our current capabilities Priority Level This is a medium level priority	Costs:

Codes Enforcement

<p>Recommendation #1: Develop a comprehensive list of all buildings in the city.</p>		
<p>Rationale: It's hard to establish goals if the situation isn't clearly defined. There is no one database in the city that shows all of the buildings in the city. Many other city departments could benefit from establishing this database. At this time, we don't know how many buildings are equipped with sprinkler systems, how many buildings have alarms, or even how many buildings need to be inspected.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Survey current data bases to determine what information is available.</p> <p>Determine what information is important to track. Determine format of new data base.</p> <p>Test the data base by conducting field inspections.</p> <p>Compile the final data base.</p>	<p>This is a high priority item as many other department programs can benefit from this information.</p> <p>This task may take up to 6-months or longer depending on the quality of existing data bases and the amount of follow-up in the field is required.</p>	<p>Developing the data base will be a manpower intensive process.</p> <p>One full-time equivalent for six months would be a rough estimate.</p> <p>It may be necessary to provide office space.</p>



Recommendation #2: Develop and implement a plan to inspect existing buildings on a regular basis.

Rationale: Currently, existing buildings are not routinely inspected. Inspectors try to inspect target hazards in their districts, but there is not enough time to inspect every building. Often, building owners and occupants will make changes to a building, which adversely affect fire and life safety. Also, building owners often neglect to do ITM's on their fire protection system.

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>This recommendation requires adding personnel to the fire prevention bureau. Personnel must be trained and have required certifications.</p>	<p>This is a high priority item as the current inspectors are unable to perform annual inspections on a consistent basis.</p> <p>Depending on qualifications and experience, personnel may be able to start within a few weeks of being hired.</p>	<p>There are currently about 6700 business licenses issued in the city. Using a guideline of 30-minutes per inspection, a minimum of two full-time equivalents would be required to inspect all properties annually. Additional personnel would also require vehicles, office space and computers.</p>

Recommendation #3: Develop specific recommendations targeted on improving the Infor data management system

Rationale: The current system of recordkeeping, requires inspectors to fill out paper forms, and then enter the information into INFOR. INFOR is not a user-friendly program and requires accessing multiple screens to enter a single inspection report.

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>The fire department should work with the IT department to see if any improvements can be made to the INFOR software.</p> <p>Converting to a tablet-based system would be a major improvement</p>	<p>Implementing this recommendation depends on IT and their priorities.</p>	<p>Personnel costs would be determined by the IT department.</p> <p>The department would require a minimum of three tablet computers in the short run. Additional equipment would be required if the number of inspectors is increased.</p>





<p>Recommendation #4: Implement a fire protection systems permitting process.</p> <p>Rationale: Currently, fire systems are installed under building and neighborhood services permits. Once a permit is issued by BNS, contractors can begin work. The fire department requires shop drawings for sprinkler systems and underground fire services to be reviewed and approved before fire inspectors are allowed to do inspections. However, more often than not, especially with underground services, trenches are dug and pipe is laid before the drawings are approved, which puts significant pressure on the inspectors to resolve the issue. Also, fire alarm drawings are approved by BNS, and fire inspectors often find major issues with the installation not meeting code. If the fire department had the authority to review and approve plans and issue permits before any fire protection related work could be started, there would be fewer problems in the field. IN short, if the fire department is required to inspect the work, the work should be reviewed and permitted by the fire department.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>The fire prevention bureau as well as fire administration need to determine how extensive a permitting process to adopt. What types of systems will be permitted? How extensive will the review process be? Will reviews be conducted in-house or through a third party?</p>	<p>Drafting the program could be done in a matter of a few weeks.</p> <p>It may be necessary to coordinate with BNS with regard to tracking permits and collecting fees.</p> <p>It might be best to phase the program in over a period of time.</p> <p>At this time, the committee finds that the installation of fire alarm systems is the most pressing issue and should be addressed first.</p>	<p>Depending on the extent of the review process, it may be necessary to add personnel.</p> <p>If the city elects to hire additional personnel, office space would be required.</p> <p>Costs could be offset by charging a permit fee.</p>



<p>Recommendation #5: Develop and implement standard operating procedures / guidelines.</p> <p>Rationale: The department currently has three full-time fire inspectors and one fire safety officer / inspector. The department needs set guidelines / operating procedures so that the work done by the four inspectors is consistent. The department also has policies, for example locking FDC caps and fire department vehicle access guidelines which are found in different computer files in various locations. There should be one place where all of the operating procedures and guidelines are kept for quick referral.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>The fire prevention bureau needs to determine what activities are going to be covered.</p> <p>The department should look at existing checklists and information bulletins to incorporate them into a standard format.</p>	<p>Implementing this recommendation would mostly involve coordinating existing documents and could be accomplished with existing personnel.</p>	<p>This program would not have a major impact on the budget.</p>



Recommendation #6: Develop and implement a Community Risk Reduction Plan.

Rationale: While community risk reduction is not a new concept to the fire service, there is a new emphasis on identifying and prioritizing risks within the community and then focusing fire department resources, both emergency response and prevention, to reduce those risks.

Given Franklin’s growth and the diversity of risks within the community, it would be appropriate to implement a community risk reduction program. Additionally, there is an increasing demand on government resources, and it is important that the fire department uses its resources as affectively as possible.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Form a committee with representatives from operations, administration, and prevention as well as representatives from the city’s planning department and other departments as needed. The committee has to analyze the city’s fire problem and formulate a plan to mitigate the problem as well as address future growth.</p> <p>There are a number of resources available to provide guidance on developing the plan.</p> <p>Implementing this recommendation is beyond the scope of the codes and standard committee.</p>	<p>The department addresses many of the elements involved in community risk reduction. However, there is no comprehensive written plan. This is not an essential item, but it would be a useful tool to address future planning.</p>	<p>Man-hours would be required for meetings and to develop the plan.</p> <p>It should also be considered that the personnel required for this task would be management level positions.</p>



Recommendation #7: Develop and implement a pre-planning program.		
Rationale: With the complexity of the occupancies within the city from heavy industrial buildings to high-rise office buildings, firefighters need to know basic information about a building while they're en-route or shortly after arriving on scene. This problem is compounded by the fast growth of the city in that new buildings are being added on almost a monthly basis.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
This program is best addressed by the training and operations divisions of the fire department. FPB staff could provide information.	Priority must be addressed by the operations and training divisions.	Much of the work could be done as part of the regular shift activities. Overall management of the program could be assigned to a shift officer.

Recommendation #8: Develop and implement a mandatory residential sprinkler requirement.		
Rationale: The fact that fire sprinklers save lives is undisputed. The greatest danger from fire is in the home. It follows, then, that single-family homes should be sprinklered. The model building codes require home fire sprinklers. Currently, the city has omitted that requirement when adopting the International Residential Code. The city should adopt the code without omitting the requirement for fire sprinklers.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Implementing this recommendation would require working with the board of mayor and alderman to amend Section 12-1002 of the municipal code. The fire department would have to work closely with the department of building and neighborhood services to accomplish this goal.	This recommendation should be implemented as soon as possible to take advantage of the current building boom.	This program may require hiring additional personnel. At the present time, approximately 4-hours per week are devoted to inspections on single family residential fire inspections.

Suppression

Recommendation #1: Develop and implement SOPs for Suppression Ops

Rationale: Developing SOPS for suppression operations is imperative in providing guidance for operational standards.

<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>How?</p> <p>A complete out line of all operational SOP's/SOG's need to be identified and prioritize. Once the list is complete have small groups, no more than 2-3 people, work on the SOP's/SOG's. Doing this will cover more SOP's/SOG's faster. Our up to date SOP's/SOG's are important to the successful operations of our department. Without this, we are asking our personnel to operate in high risk situations with very little guidance. There were items that were identified that could result in injuries or death to firefighters and/or citizens. This is a high priority event that needs to be started as soon as possible. The drafting of the SOP's/SOG's will have no cost but, the implementation may result in some cost. So, time is needed to budget for these things.</p> <ul style="list-style-type: none"> •In the identification process, a group will define what needs to be a SOP or SOG. •Small groups will be assigned one SOP/SOG at a time. This will prevent duplication of work and will keep groups on task to a quick return of work. •Each assignment shouldn't extend over one month, but if more time is needed, due to the complexity of the task, it will be granted. •If an SOP/SOG requires a specific area of interest (Ex. Codes, Prevention, Special Ops.) someone in that field or that has the credentialing may be asked to set in on the process. •The time frame is critical due to this could affect staffing and have some impact on the budget. The areas of staffing may suggest that there is a piece of equipment that may be under staffed or the need to purchase new or replace old equipment. <p>Who?</p> <p>Involve members of FFD Utilize the current employee tasked with Policies/SOPs Utilize contacts from other organizations</p>	<p>How Long?</p> <p>Dependent upon the level of depth we agree upon. Anywhere from 3 months to 1 year +</p> <p>Priority?</p> <p>Based on the amount of questions focused on SOPs from the Self-Assessment Manual, we recommend making this a high priority item</p>	<p>There are no costs attributed to this recommendation.</p>





Recommendation #2: Train Members on New SOPs utilizing Target Solutions platform		
Rationale: Training members on new policies and SOPs is necessary to insure that employees maintain compliance and familiarity with the		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>How?</p> <p>Ensure each person receives the SOP/SOG as soon as it is released. Set up a share point where every firefighter has access always. For all new recruits, they will receive a hard copy on their first day. Each firefighter needs to receive this information as soon as it is released. This will provide the insight to the firefighters in how we operate and issues of safety. There must be a period in with the SOP/SOG is reviewed and up dated. This needs to be set on the effectiveness and risk factor that is identified. This is a high priority based on safety of all firefighters that may be effected. On review of the SOP/SOG one of the original writers should be on the review and at a minimum of one new member, for a fresh look. This has no cost associated with this process.</p>	<p>How Long?</p> <p>This will be an ongoing process, lasting throughout the lifetime of our new SOGs resultant from Rec#1</p> <p>Priority</p> <p>This is a priority recommendation, in that it involves awareness of departmental Policy/SOGs</p>	<p>There are no costs associated to this rec</p>



Recommendation #3: Develop and Implement Operations Staffing Levels		
Rationale: Maintaining an adequate staffing level increases productivity and reduces injury.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How Examine current staffing levels and make sure they align with our needs as a department Who Administration	How Long? This process could potentially take up to 6 months to a year Priority Medium. We believe the department is currently functioning at an adequate level, but could potentially be improved by undertaking a detailed self assessment of our standards of cover.	The only costs from the recommendation would be incurred if it was determined that the department needed to address a current deficiency

EMS

Recommendation #1: Create an EMS Division

Rationale: This recommendation requires an overhaul of the organizational chart to reflect the importance of the EMS division within our department. This department has grown exponentially over the past ten years in number of personnel, number of stations, area covered, call volume, and services provided. We currently operate 11 ALS apparatus with 55 Paramedics, over 160 licensed healthcare providers, and 68% of our call volume is medical, yet nothing has changed with the EMS division since the department started operating above a first responder level. Creating this structure and having these positions in place would allow for a much smoother transition to a transport service should the need arise to increase our level of services in the future Refer to assessment questions #10-11, 46-48, 83-97, 163-165, 185-196 and 2011 Tri- Data Study recommendations

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
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The EMS Division will contain positions in Administration, training, and shift supervisory positions. New positions must be created and a new promotional process/rank structure must be developed to take into account a different set of qualifications for promotions into EMS related positions. This will allow existing personnel who do not meet the qualifications for fire officer positions to be promoted to EMS officer level positions based on their EMS qualifications and leadership abilities. These officers will serve as on-duty EMS supervision for our department handling daily EMS oversight of personnel and daily oversight of EMS report issues, as well as provide support to the IC on large scale scenes and serve as the rehab officer or safety

This is a priority for the department, but may take some time to implement.

Anticipate anywhere from 1-5 years for implementation.

A transition can begin immediately with the creation of three new shift positions. Personnel may step into these positions temporarily during the implementation phase to begin taking on the responsibilities that will be carried by these positions once official job descriptions and promotional processes have been developed. This will provide immediate additional staffing to assist with further development and implementation of the recommendations within the EMS division.

Some transitional changes can be made with minimal impact to the budget initially.

High priority changes include added positions and would be dependent upon budgetary approval. Cost is dependent upon the decision of rank associated with the positions.

Ideally, this includes a realignment of current administration position, the addition of an EMS training position, and the addition of three EMS shift supervisory positions (these would also be responsible for the oversight of on-shift QA programs)





officer and provide support where needed.

Policies will be developed to ensure someone promoted through the EMS promotional process does not lateral transfer into a fire officer level position without first completing the promotional process for that position. Existing personnel will be used to staff new positions and new personnel will be hired as recruit firefighters to fill the vacancies created.



Recommendation #2: Improve the QA Program		
<p>Rationale: An electronic form was developed in 2016 to provide feedback to personnel and record the review of reports. This form does not have the ability to collect data that can be tied directly back to the report for continuity of review. This was addressed as a concern and need in the 2011 EMS Study that was conducted for the City of Franklin by Tri-Data and is shown in the assessment of the EMS related assessment questions during the strategic planning process.</p>		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>1) implement an electronic patient care reporting system that has a quality management component built into the system This involves members of our department reviewing and training on a new software, involvement from our IT department and involvement from EMS.</p> <p>2) provide training to select shift personnel to assist with continual review of reports This involves additional training for personnel who are currently providing QC reviews of our reports on shift</p>	<p>Improvement of the QA program is a top priority.</p> <ul style="list-style-type: none"> • Improvements in the current system can be achieved with a review of the system and input from a team of personnel trained on Quality Management immediately • Implementation of an improved EPCR is a top priority (realistic timeframe may be 6-18 months to implement depending on budget and which system is selected) 	<p>NFA offers a 6-day on campus course in EMS Quality Management. Sending three shift personnel and the EMS Officer will provide training to a group of personnel who can then act as a peer review team within our department. Total unreimbursed cost is NFA meal ticket x 4.</p> <p>Implementation of an EPCR ranges from free (we have access to a free license for ESO) to the cost of upgrading our current FireHouse software with FireHouse EMS or looking at a total new option such as ImageTrend.</p> <p>Other on-going costs include overtime payment for the peer review team to meet at least quarterly (estimated: 60 hours overtime/year)</p>

Recommendation #3: Hire Independent Medical Director

Rationale: Increased involvement with the medical director was listed as a recommendation in the 2011 EMS Study conducted by Tri-Data as this was identified as a deficiency within our system. With changes in our medical direction since that study was conducted the issue has not improved, but most likely become worse.

Having our own medical director will ensure direct communication with our medical direction and provide the potential to have the medical director directly involved in the QA process and training of personnel.

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>To avoid potential conflict with EMS a meeting to discuss concerns and reasons for seeking our own medical direction is recommended.</p> <p>Hiring a new medical director may be accomplished through an RFP process.</p> <p>Ensuring involvement and buy in from our current medical direction is critical. Murfreesboro FD is currently working under this type of system. Seeking input from their department will be helpful.</p>	<p>Hiring our own medical director is a long range goal with a 3-5 year time frame.</p> <p>We can continue to work with our current medical director who provides oversight and protocols, but must develop a plan of action to hire our own at any time in the event our relationship with the current medical director further deteriorates.</p>	<p>A budget of \$50,000 will cover the annual cost of a medical director with the goal of finding the best qualified candidate at a price within that range. (Anticipated expense ranges from \$20,000-\$40,000 depending on candidate pool and expected level of involvement)</p>





Recommendation #4: Research and Implement Solutions to Improve the Inventory Control System		
Rationale: Inventory control is essential to projections necessary for the budgetary process as well as tracking of current inventory, par levels, and expiring or recalled items.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Implement an improved system for supply access by shift personnel with better tracking of inventory par levels and timely ordering of replacement supplies</p> <p>Look for software systems that have this built in or design with help from IT a SharePoint site or database system that will monitor and a location for supplies that allows after-hours access by shift personnel</p>	<p>Ongoing improvements to this system have been taking place over the past several years. Continuous reviews of our processes are important in development of an improved system.</p>	<p>There may be some cost associated if a software purchase is necessary.</p> <p>Explore if there are better capabilities in our current software or in database systems built by IT with no cost associated.</p>



Recommendation #5: Explore the Viability of a Bystander CPR Program		
Rationale: Implementation of a public CPR notification would improve access to bystander CPR throughout our response area. This project could be shared or deferred to the County as a county-wide project.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
The project involves dispatch, IT, and needs marketing to bolster community involvement (download and use of an app)	Timeframe is dependent upon approval and decision to defer to county or take on the project on our own as well as planning for budget 1-3 years	\$10,000 implementation/1 st year \$8,000 annual subscription thereafter (up to 300,000 population) Plus any marketing expenses *pricing based on the PulsePoint system May be shared with County

Recommendation #6: Implement a Method to Solicit External Stakeholder Feedback on all Departmental Services		
Rationale: This can help identify areas of strength and weakness and help to improve our delivery of services		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Train personnel to ask for feedback, provide cards to personnel with information on accessing our online customer satisfaction survey to be handed out after services are rendered.	This can be implemented immediately very easily since we already have the customer survey in place	Minimal cost of cards to be handed out



<p>Recommendation #7: Study and develop a plan for Transport</p>		
<p>Rationale: It is no secret that transport has been a consideration of this department for some time. It is imperative that the department continually assess the quality of services that are provided to our citizens and identify who is best to deliver those services to our City. This recommendation allows the department to be prepared to increase capabilities to include transport at any time the City deems this is necessary for our citizens and visitors.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>The previous EMS Study was completed in 2011. It is imperative that the data be updated and re-analyzed on an ongoing basis to identify areas of needed improvement and viability of the current level of service and delivery model. This shall be accomplished through a small committee that can continually review the level of service and delivery model and make recommendations to the Chief officers.</p> <p>A multi-tier plan will be developed to address different issues and different options for delivery of services dependent on the needs and desires of the community, department, and City leaders.</p>	<p>A review of the data in the current study will begin as soon as committee is developed to conduct that review.</p> <p>Once the review is complete, each of the existing recommendations will be re-visited and updated based on the current data.</p>	<p>The previous study addressed projected costs of different delivery models. This information will be reviewed and updated to reflect current costs.</p> <p>Cost is dependent upon the level of service delivery desired by the department.</p> <p>Cost of an additional study if needed is between \$25,000-\$40,000</p>

HazMat

Recommendation #1: Develop HazMat Specific SOGs		
Rationale: To develop proper SOG's, a committee must be formed to complete the task. This committee must meet on a regular basis in order to track progress, make additional assignments, discuss needs and problems, and to make the process as efficient as possible. It must be a priority task, but will need the proper timeframe for completion. To properly complete this task, there will be associated costs. These costs are necessary for this task.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Form a HazMat SOG committee that meets once per month until SOGs are complete SOGs shall be specific, concise, and thorough	Timeframe – 5 months	\$2,500-\$3,000 overtime cost

Recommendation #2: Develop a true HazMat Team with the ability to train together		
Rationale: For our department to possess a "True" HazMat Team, there will be a number of goals to meet. The members of this team will need to train together on a regular basis to be labeled a "Team". The training will need to be developed and planned out well in advance, and approved by the Rescue and Hazmat Subcommittee. This will be a budgetary issue to be approved, but is necessary to bring this recommendation to fruition.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Establish a team consisting of HMTOs or higher. Team will meet once per quarter and complete an 8 hour training drill.	Timeframe: Begin 2018 Priority – Undefined	\$26,000-\$35,000



Technical Rescue

Recommendation #1: Develop Technical Rescue-Specific SOPs		
Rationale: SOGs will provide the foundation for our technical rescue program. Having a broad but defined list of guidelines will help our program operate safely, proficiently, and efficiently.		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
The committee will review the Technical Rescue SOPs of departments with similar or slightly larger size and capabilities in order to compare and develop effective, comprehensive SOPs for our department.	This task needs to start as soon as possible in order to assist in the design and equipment purchasing aspects of our new heavy rescue apparatus acquisition. This will take 90 days to review and submit the initial suggestions.	No Cost.





Recommendation #2: Establish a Technical Rescue Team		
Rationale: Designating a team of dedicated members certified and proficient in technical rescue will improve our department’s ability to respond to events necessitating interventions from specifically trained responders. Further, establishing a technical rescue team helps to legitimize our department’s goal of becoming the best fire department in the nation.		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>With the implementation of the SOPs the recommendations for members should be adhered to, and the team should be selected. Upon review of the initial team members suggested, the department will enlist a team for each shift similar to the system already being tested by the Training Division every Thursday. The Training Division, Battalion Chiefs, and Operations Chief, will make the final selections and appropriate notifications, once the Technical Rescue Team has been determined.</p> <p>The technical rescue teams will include Collapse Rescue -many buildings in the city are 85+ years old and are occupied on a regular basis * awaiting information specifics-, Rope Rescue (High Angle-Confined Space)-there are 18 buildings in the city that are over 6 stories tall that would be out of the reach of our 100’ aerials and permitted confined space areas in the city *awaiting information specifics, Swiftwater Rescue- the city has 16.5 miles of floatable waterway, Trench Rescue- there are numerous permitted trenches in the city limits *awaiting information specifics</p>	<p>The implementation of this team will need to happen as soon as possible as it imperative that the crew begin training together and becoming familiar with the equipment currently in use. The duration will not have an end point as training is an ongoing discipline.</p> <p>This group believes that this recommendation is not gradually phased-in, but established and staffed fully upon its approval.</p>	<p>The team will need be outfitted with some type of equipment that pertains to technical rescue. The recommendation of the committee is a Rescue Helmet suitable for Technical Rescue, Light Extrication/ Flash gear, and other gear that will be worn during training or incidents that will specific to that team member. Another recommendation of the committee is that there be some type of designation of the team members that will let incident commanders or other departments know of the team’s capabilities.</p>



<p>Recommendation #3: Establish a Process for Technical Rescue Incident Review</p>		
<p>Rationale: Having a formally established process for the post-incident review of technical rescue incidents will provide many benefits, including streamlining future responses, encouraging development through learning, and proficiency of skills by reviewing actions taken during an incident.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>The committee will review the Technical Rescue Incident Review processes of departments with similar or slightly larger size and capabilities in order to compare and develop a process that will best suit our department. The individuals involved in the AAR process will include the Deputy Chief of Operations, Risk Manager, Battalion Chief, *Special Operations Chief (if position is created)</p>	<p>This process needs to start immediately as the possibility of a Technical Rescue incident is possible at any moment.</p>	<p>No Cost.</p>

Facilities, Equipment, and Apparatus

Recommendation #1: Develop a plan to address the safety of both personnel and physical resources using an all-hazards risk assessment.

Rationale: This plan will insure the safety and wellbeing of all FFD employees and equipment is accounted for under a variety of risks.

How to Implement the Recommendation	Timeframe and Priority Level	Associated Costs
How do we accomplish this task? Who is Involved?	How long will it take? Does it need to happen immediately?	How do the costs associated with this recommendation affect our budget?
How? <ul style="list-style-type: none"> Identify hazards Identify safety plan to address each hazard Who? Facilities committee	How Long? Dynamic document that will continue to be updated Priority? High priority – this deals directly with personnel safety	Planning – low budgetary impact Implementing recommendations from the plans – potential for capital improvements

Recommendation #2: Evaluate and improve departmental safety and health initiatives

Rationale: Safety of our employees is the FFD's number 1 concern; therefore we need to insure that we are focusing on important health and safety initiatives including presumptive cancer policies, the implementation of new and cutting edge equipment, etc.

How to Implement the Recommendation	Timeframe and Priority Level	Associated Costs
How do we accomplish this task? Who is Involved?	How long will it take? Does it need to happen immediately?	How do the costs associated with this recommendation affect our budget?
How? <ul style="list-style-type: none"> Create and enforce departmental policies and SOGs targeted towards improving safety and health Maintain familiarity with industry best-practices regarding safety and health Who? Committee TBD	How Long? Ongoing Priority? High	Policy/SOG development – no costs Equipment – potential for high costs





Recommendation #3: Develop a facilities improvement and maintenance plan		
Rationale: This plan will help insure the longevity of our fire stations is being properly considered.		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
How? Develop a plan that addresses: <ul style="list-style-type: none"> • Station improvements • Repairs • Technological advances Who? Committee TBD	How Long? Ongoing – dynamic document Priority? Medium	Variable costs

Personnel Resources

<p>Recommendation #1: Develop and implement SOGs that apply to personnel issues.</p> <p>Rationale: Well-designed SOGs help both individual workers and managers. For individual workers, SOGs clarify job requirements and expectations in a format that can be readily applied on the job. They explain in detail what the department wants them to do in the situations they are most likely to encounter. The result is improved safety, performance, and morale. For department managers, the advantages are equally great. SOGs provide a mechanism to identify needed changes, articulate strategies, document intentions, implement regulatory requirements, enhance training, and evaluate operational performance. The result is improved operational efficiency, greater accountability, and reduced liability. -Taken from the USFA’s “Developing Effective Standard Operating Procedures” FA-197/Dec 1999</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>We, as a committee, don’t know if we have SOG’s or not. It is our understanding that SOG’s are being worked on, but we do not know where we are in this process. There is a Policy & Procedure Manual at each station, but we do not believe they are current. Over the years, there have been memos and emails sent out that would affect individual policies, but these are not easily accessible for reference when needed. It is our recommendation that a complete and comprehensive set of SOG’s be written and distributed so that all members of the FD know what they are. We had several questions during our meetings that we did not know how to answer or where to look for the answer. We believe that a complete and comprehensive set of SOG’s would have been able to give us the direction we needed. If we are correct, that SOG’s need to be written, a committee should be formed and tasked with creating SOG’s for our department.</p>	<p>This needs to happen as soon as possible. The time it will take is dependent upon what, if any, SOG’s currently exist. If there is a set of SOG’s, then making sure that each copy is up to date and each member knows where to find them would not take very long to accomplish. On the other hand, if we are correct that a set of SOG’s does not exist, it will take several months at a minimum to accomplish.</p>	<p>Costs to create and distribute SOG’s should be minimal. Any costs associated with this task would be paying the employees for this work. If this is done by current employees during their normal work hours, then there would be no additional cost. If employees are asked to work overtime to accomplish this task, then costs would be dependent on how much overtime is needed.</p>





Recommendation #2: Create an Employee Development Program		
<p>Rationale: Individuals who enter a new rank, from firefighter to Battalion Chief, have demonstrated at least a minimum competency for the position. Demonstrating a minimum competency does not guarantee that a person will excel at a given position. If we are to be the best fire department in the country, our personnel need to be the best at their individual jobs.</p> <p>When FFD hires new personnel, a concerted effort is initiated to train these personnel to become effective Firefighters. Afterwards, to ensure that these efforts are not wasted, the personnel undergo continual evaluation during a probationary period. In order to develop personnel to advance within the FFD we need to implement a similar strategy; we need develop personnel to advance to the next position, and when advancement takes place – monitor them within a predefined probationary period.</p> <p>For new promotions to managerial roles, training should not focus only on departmental policies, but also City/HR policies and procedures.</p>		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>This task would be accomplished by a collaboration between the training division, command staff, and current officers, engineers, and firefighters. A committee would need to be formed to design a program that would effectively prepare individuals for promotion and assist them with development when they begin a new position.</p> <p>Development programs should be developed for all ranks from firefighter to Battalion Chief.</p> <p>Additionally, we would recommend offering compensation to employees who work above their current rank. Individuals who ‘step-up,’ even for a single shift or less, are providing a service to the department and community. They are taking on greater responsibility and should be compensated for it.</p>	<p>This should happen as soon as possible. We believe programs could be created and implemented within a year.</p>	<p>Costs should be minimal as the much of the work needed to accomplish this task can be accomplished by current personnel during their normal working hours.</p>



<p>Recommendation #3: Identify problems and create solutions for current compensation plan</p> <p>Rationale: Compensation continues to be a problem within our department. We have had an increase in turnover and a decrease in applicants over the past several years. Implementing a solution to the current compensation issues would improve both of these areas. Employees would be more likely to stay and the department would become more attractive to top level applicants. Additionally, morale among current employees would improve, which would be a positive step in making Franklin Fire Department the best fire department in the country. Ignoring these issues will lead to continued turnover, continued low applicant turnout, and poor moral within the department.</p>		
How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>The problems associated with the compensation plan have been well documented. The Association leadership has worked diligently to identify issues and propose solutions.</p> <p>Fire Administration and City Administration need to work with the Association leadership to implement a plan that would address the issues that have been identified.</p> <p>Specific issues include:</p> <ul style="list-style-type: none"> • Pay compression • Pay inversion • No specified plan for advancement within a given paygrade • No ‘step-up’ pay for anything less than 10 consecutive shifts • No stipends for specialty skills such as HazMat, swiftwater, rope, USAR, etc. 	<p>This process should begin as soon as possible. It will probably take 1-2 years to implement a plan that addresses the current issues.</p>	<p>This recommendation has the greatest impact on our budget. We do not have exact numbers, but it would undoubtedly take additional money to address the inversion and compression issues that still exist.</p>



Recommendation # 4: Assign a Dedicated CoF HR Representative to FFD		
Rationale: Department personnel are often unsure of HR policies and procedures, especially regarding issues that only occur occasionally. Having individuals who understand the workings of both the Fire Departments and HR acting as a liaison would be beneficial. This individual, or individuals, would be able to answer questions from Fire Department personnel and explain how HR policies and procedures impact the Fire Department.		
How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Our idea is to have either one individual for the department, or one individual per shift that fully understands HR policies and practices and acts as a liaison between the FD and HR.</p> <p>The individual(s) assigned to this task would be current employees who have a desire to serve in this role.</p> <p>These individuals would need to undergo training to fully understand HR’s policies and practices and develop relationships that would assist them as they bridge the gap between HR and FD personnel.</p>	<p>This process could be implemented within a 6 month time frame. Individuals would need to be selected and trained in that time.</p>	<p>Costs would be minimal, as much of this work would be done by current employees during their normal working hours. Some overtime may need to be paid during the training process.</p>

Professional Standards

<p>Recommendation #1: Develop and implement recommendations targeted on improving the hiring process</p>		
<p>Rationale: The current hiring process is currently outdated and in need of a revision. Points for experience are very important to have quality, well trained personal apply to the City of Franklin. Points for experience would also allow already trained new hires to begin working immediately which would save the City of Franklin a significant amount of money in training and time. The polygraph test in the hiring process needs to be eliminated. This process has kept many well trained and knowledgeable new hires from completing the hiring process due to failure of the polygraph. This test does not pertain to any of the duties and responsibilities of a firefighter. We need to reexamine the hiring process so that the City of Franklin can be competitive with other neighboring department and hire quality personal to better serve the citizens of Franklin. The physical agility test needs to be evaluated also. Increase the physical demands of the applicant and also have the applicant do further skills that would apply to a firefighter’s daily activities.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is Involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>A complete rebuilding of our current hiring process. Work with command staff to better understand what the City of Franklin needs when hiring employees. Include: Human Resources Command Staff Training Staff Fire Chief</p>	<p>Needs to be implemented immediately before the next hiring process. A new hiring process guideline would not take long to implement..</p>	<p>It does not cost anything. Only time to gather information and analysis the city's needs.</p>





Recommendation #2: Develop training programs targeted on probationary / recently promoted employees

Rationale: There needs to be a standard all new hire and promotional personal have to follow during the probation period. Each personal should have a list of skills that they must be proficient in and should be tested on these skills on a regular basis. These skills will allow the personal to be more proficient in their job and will also allow them to continue their training. Newly promoted personal should also be tested on skills pertaining to their new promotion. Company Officers should be held accountable for these personal and should help these personal continue training and learning about their position. At the current time there is no accountability for personal to be held accountable when the personal cannot perform a skill. We must ensure all personal are trained to the highest level and retain those skills to perform their daily functions..

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
Hold new and current employees accountable for continued education and training competencies. Include: Training Staff Command Staff	Needs to happen Immediately. Can be implemented in very short time.	Does not cost anything. Only time.



<p>Recommendation #3: Insure all personnel have access to departmental policies/SOGs</p> <p>Rationale: The City of Franklin must implement SOPS/SOGS immediately. Every major fire department in the country has SOGS that allow personal to refer to when performing their job assignments. Each personal should have access to these files allowing them to perform their job function as the City of Franklin has outlined in the policy. All job functions of each job title should have a detailed policy on what is expected of the personal on a daily basis. Not having SOPS/SOGS is dangerous and could allow personal to get hurt or potentially sued due to no current written policy on how to perform daily functions. All stations should have a copy of these policy's and also an electronic copy available to be viewed at any time by all personal. SOPS/SOGS also allow for a safer environment on the fire ground and eliminate duplication of efforts.</p>		
<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<p>Have a written copy of all departmental SOPS easy to access in the station. Also provide new and current employees a copy of current SOPS. Include: Command Staff Command Staff Human Resources</p>	<p>Timeframe dependent on Policy/SOG development</p>	<p>Cost of paper and ink. Minimal cost for a huge reward.</p>

Training and Competency

Recommendation #1: Develop Training SOGs

Rationale: Training SOGs provide guidance for how the training division will carry out its functions, outline the process for writing and submitting classes for training (lesson plans, ICS forms, etc.), record keeping criteria. A person unfamiliar with how training operations works should be able to pick up the training SOGs and be able to understand how the training division operates.

How to Implement the Recommendation How do we accomplish this task? Who is Involved?	Timeframe and Priority Level How long will it take? Does it need to happen immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<p>Development of operational SOGs</p> <ul style="list-style-type: none"> - List all the disciplines in which the department has commitments. (Fire, EMS, HAZMAT, Rope Rescue, Swift Water Rescue, USAR, etc). - Determine key players in each discipline with expertise, knowledge and desire to participate in a committee to develop SOGs. <p>Gather resources</p> <ul style="list-style-type: none"> - Research what other departments are doing discover what they are using as their SOGs. - Research best practices in the particular discipline. - Compile and Research product manuals of specialty equipment for each discipline. <p>Write the SOGs</p> <ul style="list-style-type: none"> - Determine format for writing SOGs. 	<p>The topic is related to Training SOGs (how we will conduct the training for the specific discipline). This cannot be developed before an operational SOG has been developed and implemented.</p>	<p>Costs associated with this include:</p> <ul style="list-style-type: none"> - Pay for personnel involved in the committee.



Recommendation #2: Provide Additional Staffing for Training Division
(See Following Pages)





Rationale: In June of 2004 the Training facility opened on Century Court including the addition of a 4-story burn tower, and a 2½ story annex burn building. In 2006 a 2nd training officer was added to meet the demand of a growing department. In the last 10 years the department has grown in many areas. We have added 3 new fire stations and have approximately 160 firefighters. We offer additional services such as advanced life support capabilities on 11 apparatus with 55 paramedics and expanded our capabilities in a variety of special operations. The critical need to respond with appropriate resources in a timely manner is evident, through the attention given to moving apparatus “up” to staging areas to cover other response areas, and the scrutiny given to response times. Call volume has grown incrementally each year. Much of our response capability is based on having companies in their districts in order to provide these services. There are days that shifts have struggles to maintain minimum staffing levels. In attempts to meet training needs often stations are split and companies are out of their response areas while attending training at the training center. These things and more define the true operational picture of our department on a given day. Preoccupation with response times and move ups, all the while reducing your response capability by routinely having groups of fire companies throughout the city at the training center is a conflicting message. This imposes unnecessary risk that a significant event would not occur during this period of diminished response capability. Often large-scale departures from the status quo in the fire service are marked by dramatic events. Look no further than the recommendations made to the Charleston Fire Department (ISO class 1) after having the highest number of firefighter fatalities since 911 or any number of NIOSH reports. Jockeying schedules, apparatus, and personnel is a common event every morning to accommodate narrow windows of opportunity to attend training at the training center. Illustrate above; the training division has not had the smooth, moderate adjustments to the changing circumstances presented to our city and department like in other divisions such as fire prevention.

The training division is responsible to ensure that operations staff have the knowledge, skills and abilities to provide the service. Many services the fire department provide are high risk low frequency events. Skills that are not used often, have a shelf life. Perishable skills must be renewed through practice and training. There is a need for 2 additional instructors to meet the needs of the department. The benefits are as follows:

- **Improved coverage and company staffing** - In order to provide training, the division has had to rob operational staff and also pull companies out of their response area to the training center to fulfill the logistical conditions surrounding the training. In the past, this was an acceptable means of accomplishing the training mission. The current size and operational demands create increased risk and vulnerability by staying with current practice. Though some training (18 hours) is required to be conducted at the training center, the remainder can be achieved in leaving fire companies in their response areas. **Table 1** shows the number of days in the month training was conducted and number of shift personnel used to teach the class. This data comes from a 2016 spreadsheet that tracked shift instructor resources over the entire year. In total 161 days of instruction were provided with 448 operational personnel pulled from their daily company assignment. Of the data (not shown) in 31 of the 161 instructional days, only 1 instructor was pulled from their assignment (20% of the time). The other 130 days more than 2 instructors were required (80% of the time). This data shows the

extreme dependence upon the training division to use operational staff to accomplish its mission.

Table 1

Month of	Days of the Month on shift instructors were used.	Number of on shift instructors used.
January	14	38
February	13	24
March	13	68
April	20	51
May	17	32
June	16	32
July	9	22
August	18	57
September	17	56
October	12	39
November	7	11
December	5	18
Totals	161	448

- **Consistent standardized training** - There is an American idiom that says “too many cooks in the kitchen spoil the broth”. As the department attempts to formalize its practices through SOG’s there is a need for a clear consistent message and practice in how we operate. This can be achieved with a dedicated instructor cadre that operates across all three shifts. Standardization promotes unity and consistency. Unity and consistency promotes reliability and trust.
- **Job specific training** – Adding 2 additional instructors to the training division will provide opportunity to provide formal training for officers, engineers, firefighters, paramedics and special operations. As an example the substance of medical training is primarily focused at the EMT/AEMT level. The emphasis on fire ground operations is primarily focused at the firefighter level. Special operations type training has been inconsistent and infrequent. Having the ability to provide specific training for individual roles promotes confidence, better decision making and validation of performance.
- **Promotes station unity and allows for company officers to identify deficiencies** - Current practices in training splits the station and companies into groups. Stations do



not get to train together. Station officers do not get to fully evaluate their stations company's capability as they may not go to the same training on the same day.

- **Flexibility in the schedule** – Daily activities, staffing callouts, weather conditions all affect the shift or a particular station. Additional instructors can help alleviate scheduling issues and time constraints to get training completed in a reasonable window of time. It will also provide training that can occur in parallel on the same day at different stations.
- **Better utilization of the training center**- Additional instructors will allow for opportunities for the training department, and Battalion Chiefs to bring “alarm assignments” down to be evaluated and concert their strategies and tactics.
- **Determine competencies** – A newer component in the strategic plan is developing a credentialing program for promotional eligibility, and determining and validating competencies. The addition of a newer rolls and responsibilities will compete for other responsibilities already imposed on the training division.
- **Unification of strategies** - The conduit for change and operational effectiveness is through the training division. A look at other components of the strategic plan being developed will show that the addition of 2 additional instructors will alleviate some of the issues that have risen out of other strategies. For example: EMS recommendation #1, regarding the creation of an EMS division. A part of the recommendation involves the addition of an EMS training position. EMS recommendation #2 addresses improvements in the QA program. If deficiencies are revealed in the QA process, one of the additional instructors could be tasked with developing training on the topic.

Consequences of the status quo

Regression, increased risk and vulnerability is the future of the department without growing the training division. Under current practice it is impossible to meet the training needs to assure that operations staff are capable of meeting stakeholder expectations. As an example: How many of you are assured that all the paramedics are capable of reading a 12 lead ECG? An AEMT can confidently start an IV? An Engineer or back up driver can provide water or an Officer command a fire ground? These are expectations of the public and other stakeholders. These are the services we boast about providing. What is the true functional state of our capability? What is the risk the leadership is willing to assume of failing to meet these obligations?

Standardization and a consistent message will be difficult to achieve utilizing a variety of operations staff as instructors. Opinion, instructional capability, subject matter knowledge, preparation and interest in the topic can influence the effectiveness of training. This can add to or take away the value of training. Dedicated instructors will not supplant the need for on shift instructors. Dedicated instructors can provide both primary and adjunctive instruction to meet the goals, and objectives of the training topic.



It has been 11 years since the training division has seen any growth. With its small staff its capability has become a barrier to future growth and opportunity for the fire department. Without providing additional instructional staffing the department will be severely restricted to carry out its agenda outlined in the strategic plan.

How to Implement the Recommendation How do we accomplish this task? Who is involved?	Timeframe and Priority Level How long will it take? Does it need to happen Immediately?	Associated Costs How do the costs associated with this recommendation affect our budget?
<ul style="list-style-type: none"> • Perform a gap analysis of existing training structure to determine what needs are not being met. • A job description and specification will need to be developed to outline the roles and responsibilities of the position. • Involvement needs to be primarily from the Training Chief, and training Captain as they have a greater knowledge of the needs of the training division. 	<p>Timeframe is dependent upon:</p> <ul style="list-style-type: none"> • the work load of those developing the job description and specification. • the bureaucratic and budget process of getting the position approved. 	<p>Determined by pay grade assigned to the position.</p>



Recommendation #3: Develop a Credentialing program for Apparatus Operator and Company Officer

Rationale: Credentialing is a process in which our fire department will assure that each member is properly qualified to perform the KSA’s of a particular job. It legitimizes the certifications that operations staff acquire through TFACA, and the fire commission. It is an undertaking to review and verify with confidence the abilities of an individual.

Past practice only requires the collection of certificates as the only means of determining an individual’s qualifications to serve a particular roll such as firefighter, Engineer or Fire Officer. This does not provide the total picture of an individual’s ability. The Franklin Fire Department has different operational characteristics, methodology and equipment. A formal credentialing program provides a checklist that demonstrates the KSA’s unique to us. Those seeking advancement or desire to “ride up” must have the level of certification and credentials to assume that roll.

<p>How to Implement the Recommendation How do we accomplish this task? Who is involved?</p>	<p>Timeframe and Priority Level How long will it take? Does it need to happen Immediately?</p>	<p>Associated Costs How do the costs associated with this recommendation affect our budget?</p>
<ul style="list-style-type: none"> - Determine key players in each discipline (engineers, officers, HR) with expertise, knowledge and desire to participate in a committee to develop the credentialing program. - Identify KSAs (knowledge, skills and abilities) and essential functions for the role specific to the department. - Research other departments to find examples of their programs. - Develop evaluation process for the KSA and essential functions. - Require completion of the credentialing process for eligibility for promotion. 	<p>-6 months to develop the program. - Implementation timeline needs to be a longer period of time to assure opportunities for completion and to provide an adequate pool of candidates to pursue the promotional process.</p>	<p>Costs associated with this include: Pay for personnel involved in the committee.</p>



Appendix D: Recommendation Measurements

Administration Recommendation Measurements

Description	Person(s) Responsible	Measurements	Measurement Date	Measurement Details
Create a Standards of Cover document that incorporates all available planning elements currently in existence.	All BCs, All DCs, combination of 3 individuals from each rank per shift, GIS, Codes Official, Water Department Rep	Process	Every 3 months	Measure against accreditation template that defines processes - More information needed upon completion
Define a methodology for determining fire loss and saves	Jose	Process	Measure based off of each fire loss incident over the first year	Results - Research models and adjust as necessary, provide training, implement, revise standard as necessary. May revise as needed. Dollars lost v. dollars saved. Include insurance agencies for reference
Develop and initiate a pre-fire planning initiative focusing first on high life safety and critical infrastructure.	Fire Prevention (inspectors), 3 DCS, ASO, Training, Admin Cpt,	Process	Quarterly	Define the list, define data elements, define resources to support the initiative, train, implement, evaluate. This will provide us with data that helps produce the standard of cover to insure that the right resources respond to the right calls.
Create reports that clearly demonstrate the department's efforts with regard to planning, response, education and other relevant data	Admin Chiefs, ASO, IT, FH trainers, Input from all suppression personnel. Utilize committee from API	All	Monthly	Define data elements, create the reports, train on the reports, run the reports making adjustments as needed. This will evaluate every aspect of our department for compliance with everything this committee is working on to establish. Standards of cover, Goal setting, public education, response,
Complete a review and revision of the Fire, Hazardous Materials and Search and Rescue Annexes to the City's Emergency Operations Plan	Chief Horton	Process	Monthly, switch to annual review upon completion	Ensure that the plan covers all major disasters affecting our area and how we respond to them effectively. Define the major emergencies, perform risk analysis, implement response packages
Develop and perform an all-hazards risk analysis process and create SOGs that govern our role in preparing and responding to these events	Horton	Process	6 month evaluation	Define the risk analysis process, define the planning zones, develop the SOGs, train on the risk analysis, implement, evaluate
Develop programs for preparation and response to major emergencies	Chief Horton	Process	Quarterly evaluation	Define our major emergencies, research other programs and guidelines, define the program elements, train, implement. This ensures that we utilize our resources and do the most good for the most people during major emergencies
Develop a departmental goal setting process	Fire Chief			



Assessment, Planning, and Implementation Recommendation Measurements

Description	Person(s) Responsible	Measurements	Measurement Date	Measurement Details
Determine the scope of the monthly FFD division reports	Starter committee - 2 bcs, 2 cpts, 2 lts.			
Establish a Review Process for Policies and SOPs				
Utilize a Password Management Software System	It, Mackey	Results		
Improve the process of estimating and reporting actual fire loss amounts	Jose	All	Annually	Results - Research models and adjust as necessary, provide training, implement, revise standard as necessary. May revise as needed. Dollars lost v. dollars saved. Include insurance agencies for reference.
Create a central location for all FFD forms, SOGs, programs, etc.	IT, ASO	Process	Quarterly	All needed data is easily located
Use the strategic plan to tie-in the budgeting process with departmental goals and strategies		Process and Results	Annual	Evaluate budget process and departmental goals against the strategic plan
Establish a compensation plan	6 Person committee - 3 from fire admin, 3 from local	Process and Results	Annually	Retention #s, Recruitment #s - Results based. Process - evaluate where personnel are based on years in grade, and evaluate ranks based on inversion values. Number of people participating in extra activities.
Conduct an annual review of apparatus and vehicle replacement scheduling	Horton	Process and Results	Annual	Determine variables - for instance, amount of time apparatus is out of service, amount of dollars spent on repairs per road mile / operating hour. Ensure we have safe apparatus on the road. Is this vehicle still meeting the purpose for which it was purchased as compared against the standard of cover document.
Review, develop, and implement departmental SOGs and Policies		All	Review after two months initially. After completion of initial process, conduct a 6 month review of all SOGs.	Industry standards, feedback from personnel, review process of SOGs
Review options to increase administrative support for operational division	4 person committee with Cpt. Mackey, Cpt. Pardue, 1 BC, 1 Cpt. (diff. shifts)	Results and Performance	Upon completion of the 3 month review period	Recommendation produced



Community Risk Reduction Recommendation Measurements

Description	Person(s) Responsible	Measurements	Measurement Date	Measurement Details
Develop a comprehensive list of all buildings in the city	GIS, Asst fire marshall, county official, ASO	Process	6 months	Has the list been identified? Are methods in place to keep data current? What data is included? What could be included in the future? Is the data transportable?
Develop and implement a plan to inspect existing buildings on a regular basis	King, Edelman	Process	3 months	What buildings should be inspected? How often? Identify resources needed, how long it would take, and recurrent schedule.
Develop specific recommendations targeted on improving the Infor data management system	Woolard, Edelman, IT			
Implement a fire protection systems permitting process	King, Woolard, BNS, IT			
Develop and implement standard operating procedures / guidelines				
Develop and implement a Community Risk Reduction Plan	King			
Develop and implement a pre-planning program				
Develop and implement a mandatory residential sprinkler requirement	Gerth, Chief, King			
Maximize communication within unit and organization	Edge, Woolard, Sanders, King	Process	3 months	Are regular meetings scheduled?
Establish formal unit structure	Edge, Woolard, Sanders, King	Results	1 month. Evaluate annually after initial review.	Have the team members been selected? Qualified?
Expand program capabilities	Edge Sanders Woolard King			
Ensure high quality data collection/dissemination	Edge, Woolard, Sanders, King	Results	1 month. Evaluate monthly after initial review.	All members are trained in the BATS system and all reports are entered.
Develop and implement Juvenile Firesetting Program	Edge, Woolard, Sanders, King	Process	6 months	Do we have a better relationship with juvenile district attorneys, and CASA
Define roles and responsibilities related to public information	DCs, Melton, Woolard	Process	3 months	Are we missing opportunities to connect with the public? Are we responding effectively to requests for information?
Design, create and deliver compelling educational programs that target and reduce specific risks	Melton, King, Sean Smith, Sanders	Process	Quarterly	Did we identify current risks? Are we reaching target audience? Are we reaching sufficient audience?
Create physical facilities for public education and public information	Melton, DCs, Edge			
Implement a functional work-order system	Lt. Forehand, Wayne Moblely, DC King, One person per shift, Water dept personnel, IT staff	Process and Results	6 month	Are the work orders being entered? Are follow-ups being conducted (internally and externally)? Are work orders being reviewed by external water agencies?
Establish a water model	King			
Evaluate Rural Response Capabilities	Johnson			



Response and Physical Resources Recommendation Measurements

Description	Person(s) Responsible	Measurements	Measurement Date	Measurement Details
Improve the QA Program	Sarah Glenn, EMS Sub, Wes, Clay, IT	Results and Performance	6 month review of the process. Monthly review of the medical reports	Number of deficient reports identified during the review process
Research and Implement Solutions to Improve the Inventory Control System	Sarah Glenn, EMS Sub, Wes, Clay, IT	Process and Results	6 months	Is the current software solution meeting our needs? Identify necessary data points for tracking
Explore the Viability of a Bystander CPR Program	Glenn	Process and Results	Review the program within the first 3 months. 6 month recurring review after process	Registered users, active users, documented saves, improved survivability
Implement a Method to Solicit External Stakeholder Feedback on all Departmental Services	Glenn, IT	Results and Performance	6 months	Internal / external customer feedback
Study and develop a plan for Transport / EMS Division / Independent Medical Director	Sarah Glenn, EMS Sub, Wes,	Process and Results	24 month reassessment	Do the results of the study meet the needs of the department? Are we compliant with state regulations and requirements? Are we meeting the needs of the community?
Develop a plan to address the safety of both personnel and physical resources using an all-hazards risk assessment.	Captain Mackey, Brad Wilson, Deputy Chiefs, Jonathan Gill, Andrew Ivey, Rodney Balington	Results and Performance	6 months	Review worker's comp claims and property damage reports
Evaluate and improve departmental safety and health initiatives	Operation staff - battalion chiefs, training division, Potential for outsourcing (Outsourcing)	Results and Performance	6 month, semi annual review	work with incident claims & property damage reports
Develop a facilities improvement and maintenance plan	Subcommittee, Clay, Brad Wilson, Gill	Results and Performance	6 months	Lower cost of maintenance reported throughout our current facilities
Develop HazMat Specific SOGs				
Develop a true HazMat Team with the ability to train together	BCs, Hazmat sub, training	Results and Performance	Quarterly	Response - post incident review. Training - compliance with NFPA/OSHA standards
Develop and implement SOPs for Suppression Ops	Operation staff - battalion chiefs, training division, Potential for outsourcing (Outsourcing)			
Train Members on New SOPs utilizing Target Solutions platform		Results	6 month review	Are we reaching the personnel that we need to? Track through target solutions platform
Develop and Implement Operations Staffing Levels				Are we meeting NFPA 1710
Develop Technical Rescue-Specific SOPs				
Establish a Technical Rescue Team	BCs, Hazmat sub, training	Results and Performance	Quarterly	Response - post incident review. Training - compliance with NFPA/OSHA standards
Establish a Process for Technical Rescue Incident Review	BCs, Tech Rescue Sub, training	All	6 month review of the process, with additional review of each incident	Are we meeting the industry standard? Are we NFPA/OSHA compliant?



Training and Personnel Recommendation Measurements

Description	Person(s) Responsible	Measurements	Measurement Date	Measurement Details
Develop and implement SOGs that apply to personnel issues				
Create an Employee Development Program	Training,	All	Annually	Certifications, training hours, increased education, advancement through the ranks
Identify problems and create solutions for current compensation plan	6 Person committee - 3 from fire admin, 3 from local			
Work with HR to develop and implement a dedicated HR representative for the FD	Chief Jennings works with HR to develop a job description	Process and Results	Annual	Completing job description, obtaining approval from HR, did the process occur?
Develop and implement recommendations targeted on improving the hiring process	Training and HR	Process and Results	Initial review upon completion of the new process, then a subsequent review of each additional process	Evaluate the qualifications/certifications of new hires
Develop training programs targeted on probationary / recently promoted employees	Training	All	Annually	Upon completion of the taskbook (based off NFA standard)
Insure all personnel have access to departmental policies/SOGs				
Develop Training SOGs				
Provide Additional Staffing for Training Division	Normal promotional process managed by HR	Results	Annual	Total number of training hours presented by training division each year. Compared annually
Develop a Credentialing program for Apparatus Operator and Company Officer	Training	All	Annually	Upon completion of the taskbook (based off NFA standard)

