



A Safe & Resilient Community



2021-2025

FIRE-RESCUE'S STRATEGIC PLAN



The City of Milton's strategic plan has two specific goals that directly relate to Milton Fire-Rescue Department's (MFRD) mission. These goals are nested under the Strategic Priorities of Ensuring Milton's Sustainability and Resiliency.

This Strategic Plan, A Safe and Resilient Community, first presents the City Goals that MFRD is tasked with in the City's strategic plan, and then outlines the department specific Priorities and Goals developed by the MFRD Strategic Planning Committee in April and May of 2021. This plan is modeled on the City's overarching plan.

Members of the 2021 Strategic Planning Committee include:

- Fire Chief Gabe Benmoussa
- Deputy Chief Mark Stephens
- Battalion Chief Richard Bushman
 - Fire Marshal Alex Fortner
 - Captain Clay Barnette
 - Captain Timothy Murray
 - FAO Christopher Thorne
 - FAO Russell Womack
 - Captain Jason Brand
- Firefighter Chelsea MacDonald
- Deputy Fire Chief Matt Marietta

MESSAGE FROM THE FIRE CHIEF



Milton Fire-Rescue is a unique and dynamic organization of highly trained and dedicated professionals, ready to go that extra mile to provide this community the highest level of all-hazard response, community risk reduction and preparedness resiliency services. Our Strategic Plan titled "Safe and Resilient Community" serves as our guiding document in creating the direction for our organization to move forward with a focus on critical objectives and priorities aligned with the City's Strategic Plan.



I believe that Milton Fire-Rescue's customer service success is a direct result of the partnership between our department and this community and is measured by your level of satisfaction. Therefore, we work daily with an unrelenting dedication and commitment to genuinely deliver efficient services that align with our mission, vision, and values. Our members are this Department's most-valuable asset and through our collective efforts we will achieve the Plan's goals and objectives.

Our mission, "To put our community first for a stronger and safer tomorrow," is the cornerstone of what motivates Milton Fire-Rescue's vision to continue its commitment to provide excellent customer service and to be an adaptive, dynamic, and innovative organization.

We are extremely proud of our Department's contributions toward keeping the City of Milton a safe, resilient community.

Gabe Benmoussa

DEPARTMENT MISSION AND VALUES

CULTURAL BELIEFS

ONE DEPARTMENT

We promote teamwork, respect and unity

TAKE PRIDE

We display passion through ownership

BE TRANSPARENT

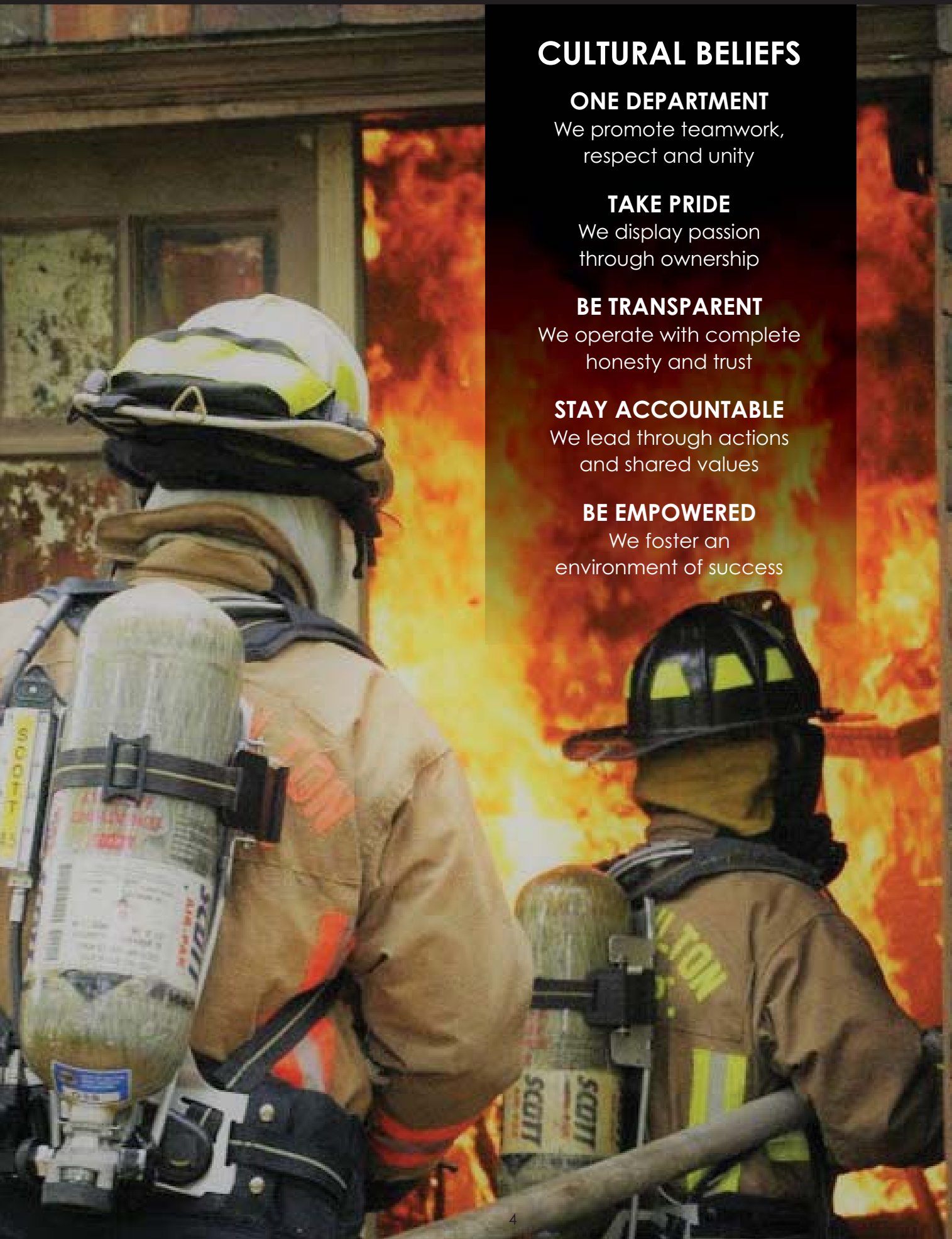
We operate with complete honesty and trust

STAY ACCOUNTABLE

We lead through actions and shared values

BE EMPOWERED

We foster an environment of success





MISSION • VISION • MOTTO

MISSION STATEMENT

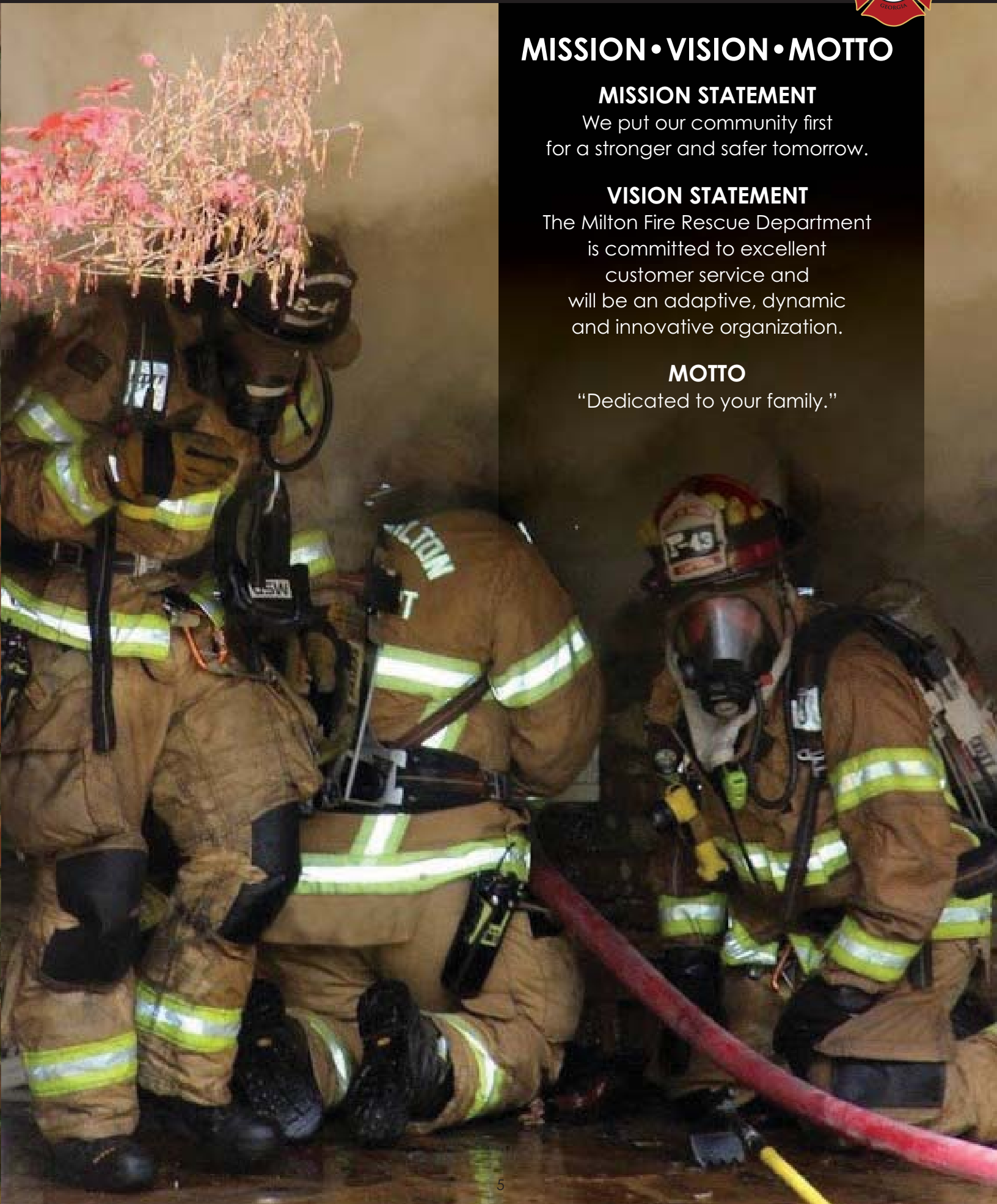
We put our community first for a stronger and safer tomorrow.

VISION STATEMENT

The Milton Fire Rescue Department is committed to excellent customer service and will be an adaptive, dynamic and innovative organization.

MOTTO

"Dedicated to your family."





Strategic Priorities

Ensure Milton's Sustainability and Resiliency

Provide nation-leading sustainability and resiliency that is fostered by an engaged government focused on community partnerships, creative funding methods, and deliberate efficiency.

Continue Smart Land Planning to Keep Milton Unique

Commit to smart development throughout the city, identifying areas for specific growth and incorporating design elements that reflect Milton's unique character, rural charm, and equestrian lifestyle.

Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life

Offer plentiful quality recreational opportunities that support a uniquely Milton sense of place and community while treasuring the City's hundreds of acres of beautiful nature preserves that contribute to its "small town feel."

City Current/Future State for Sustainability and Resiliency

Current State

Milton provides a *forward-thinking approach* to economic development, critical event preparedness, day-to-day community safety, environmental sustainability, and its transportation network employing an effective and fiscally responsible service delivery framework. A *motivated and flexible staff* has promoted sustainability in many ways. Financially, the City employs a *conservative pay-as-you-go system*. Environmentally, the City has earned *Green Communities* recognition. From a public safety perspective, Milton has established a service and *outreach-oriented fire department*, boasts routinely *low crime* rates, maintains *safe roadways*, and has a strong track record responding to *critical events* (including managing four federally-declared disasters and several smaller incidents over the past 15 years). The foundation for this success has been a *clear vision for the City* established by elected officials, an engaged citizenry, and a highly professional workforce who leverage their individual experiences, knowledge, and diligence to make Milton a vibrant, noteworthy community.

Future State

The City recognizes that sustainability and resiliency are a function of all departments, elected officials, and external stakeholders. They work in concert to form a *cooperative ecosystem* in which *mutually reinforcing government and private sector* activities contribute to a vibrant and safe community. Milton envisions a future that builds on this strong foundation to provide nation-leading sustainability and resilience fostered by an engaged government focused on *community partnerships*, *creative funding* methods, and deliberate *efficiency*. We maximize our available resources by building teamwork capacity and through effective government processes. This approach takes full advantage of Milton's commercial nodes – furthering Milton's strong regional reputation as an *outstanding place to do business* – while preserving and enhancing the *rural core* of the city. It also is powered by a *community-reflecting workforce*; utilizes technology, training, and planning to enhance *critical incident management* abilities; ensures that public safety is engaged in the development process, thereby preparing it to meet future community needs while maximizing its day-to-day resiliency; and maintains sound transportation planning/maintenance, energy-efficiency, and solid waste programs that enhance the *environmental and social sustainability* of Milton's unique character.



Under **Sustainability and Resiliency**, there are two Goals in the City plan that directly relate to MFRD:

GOAL 2: Ensure Milton's readiness and preparedness to respond to disasters as well as unusual or critical events

Objectives:

1. Develop cross-disciplinary systems that can respond to unanticipated emergencies, including specialized training and the leveraging of suitable technology
 - a. Training of fire, police, Public Works, and other identified City staff
 - b. Leveraging technology such as Community Connect and web EOC to maximize the City's response capabilities
2. Identify and plan for natural and manmade disaster mitigation opportunities and recovery needs
 - a. Conduct a post action review plan from tropical storm Zeta and conduct a citywide exercise bringing together the City's emergency management team to conduct drills
 - b. Enhance and continue education of the community at large through a community education campaign
 - c. Identifying and establish public-private partnerships that can provide support and resources such emergency shelters and communications during a natural disaster or unexpected emergency event
3. Develop, with Milton's partner cities, a seamless integrated plan (including training) to respond to hostile events

GOAL 4: Maintain a secure community in which people can live, work, and play safely

Objectives:

1. Deliver effective, efficient emergency and nonemergency services to minimize fatalities, severe injuries, and loss
 - a. Evaluate, improve and enhance response times, and resources needed
 - b. Address the needs of vulnerable populations through proactive health and safety programs and crisis intervention.
 - c. Work collaboratively with State, regional and local agencies and Milton residents to reduce the number of accidents and crashes on the City's roadways.
 - d. Reduce potential of injury to citizens and officers through effective de-escalation and effective crisis intervention measures
2. Identify and prioritize notable risk-threat hazards in Milton, develop a strategy to reduce their potential harm, implement this strategy, then evaluate its impact
3. Establish a sustainable Safety Crisis Intervention Team (SCIT) within the Police Department to collaboratively, efficiently, and effectively respond to crises
4. Rebrand the Milton Fire Department's Community Paramedicine program – expanding its scope, mission, and service to citizens
 - a. Rebrand the program as Milton Fire C.A.R.E.S. (Community Advocates for Referral and Education Services) to make it easier to remember and reflect its new scope
 - b. Evolve to offer more patient-centered mobile resources in an out-of-hospital environment
 - c. Conduct an annual needs analysis to understand and address resource gaps in the community
5. Create a joint fire-police task force (in partnership with outside providers) to respond to critical events, address non-emergency social services, and take a holistic look at community needs

Following the adoption of the City's Strategic Plan, MFRD developed a strategic plan that:

- A.** Further develops the City's Sustainability and Resiliency goals of
 - Ensuring Milton's readiness and preparedness to respond to disasters as well as unusual or critical events; and
 - Maintaining a secure community in which people can live, work, and play.
- B.** Develops intradepartmental needs that further support Team Milton. These needs were identified through a S.W.O.T. analysis conducted by the Department's Strategic Planning Committee.

MILTON FIRE RESCUE STRATEGIC PLAN



To support our community's resiliency by ensuring seamless operations throughout City departments during disaster response, mitigation, and recovery.

Current State

The City of Milton provides emergency responses through Emergency Management Operations and National Incident Management System (NIMS) compliance and through a dedicated and knowledgeable staff. The department supports the City while it conducts/coordinates City-wide planning and operations to ensure emergency preparedness, identify and establish hazard mitigation strategies, coordinate, and assist Field Commanders in response actions, and coordinate federal, state, and local resources during recovery. Over the past decade, the Fire Department has served as the primary driver of emergency management in Milton.

Future State

The City recognizes the importance of having a clear structure for the diverse activities necessary to successfully control an emergency incident. Milton envisions a future that builds on this framework for efficient and effective responses, from a single agency fire response to a multiagency, multijurisdictional natural disaster or terrorism response that includes all city employees. Having a common operating picture offers a standard overview of an incident, thereby providing incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. Having a Multiagency Coordination System (MACS) will allow all levels of government and all disciplines to work together more efficiently and effectively. The City envisions a future where the various Departments take a more active role in Emergency Management. MFRD will support this by serving as subject matter experts in incident command for the City as it expands its capabilities. We will also develop an expanded incident command and coordination capability through increased training and certification within the Department.

Goals to Achieve Strategic Priority #1

GOAL	DESCRIPTION	TIMELINE
1	Implement / integrate Blue Card, an advanced fire department incident command certification training program and NIMS drills into training/operations	September 2022
2	Set foundation for multiple Type 3 incident management teams in the City	September 2022
3	Develop internal capacity for managing a homeland security exercise and evaluation program (HSEEP) by to support the City-Wide exercise program	January 2023

Outcomes

1. Achieve 100% Blue Card and ICS 300/400 certification and program implementation.
2. Seamless event and disaster operations both within the department, with auto-aid partners, and with the City Emergency Management team.
3. Increased capacity for other City departments to understand and participate in disaster and large event response systems, equipping the City to better respond to and recover from major events.



Enhance overall quality of life through SMART, sustainable community risk reduction initiatives.

Beyond simple code enforcement and inspections, Community Risk Reduction (CRR) is a community-based approach to increase public safety through the Department's work with the community to understand, assess, and provide inclusive solutions to safety issues. It allows MFRD to determine hazards, build partnerships, improve safety, and form effective strategies.

Current State

Current Community Risk Reduction (CRR) initiatives include public and fire education, commercial and site plan review, new and existing commercial inspections, business license inspections, company-level pre-incident planning, home safety evaluations, annual hydrant maintenance, origin and cause fire investigations, complaint resolutions, ISO compliance, annual recertification training, and data analysis.

Future State

To be effective, a CRR Plan must be created and incorporated into the department's strategic plan. Develop a strategic and tactical plan to fully implement CRR within MFRD. This plan can be constructed by utilizing the Five E's of CRR – Education, Engineering, Enforcement, Economic Incentives, and Emergency Response.

Once developed, a CRR Plan will naturally support any future initiatives.

In addition to the current CRR initiatives, future CRR initiatives may include additional staffing (Deputy Fire Marshal), implementation of Bluebeam and Cityview in coordination with Community Development, bring building plan review services in-house, options for new record management system, explore Knox Elock, adopt The Compliance Engine. Additional enhancements will be based on the results of the City CRR analysis.

Goals to Achieve Strategic Priority #2

GOAL	DESCRIPTION	TIMELINE
1	Conduct a CRR Risk Assessment (data collection, establishment of priorities/needs)	May 2022
2	Realign CRR bureau based on assessment	September 2022
3	Increase use of technology and community partnerships for CRR	December 2023

Outcomes

1. Comprehensive service enhancement for business and development community.
2. Overall improved community safety.
3. Full integration between Cityview, Compliance Engine and RMS system.



Conduct an assessment to identify and recommend solutions for service delivery challenges.

Current State

The City of Milton Fire-Rescue department provides all hazards emergency response to the citizens and visitors of the City of Milton. Resources currently respond to 911 calls from three staffed fire stations in Milton and one automatic aid station in Alpharetta. The City's fourth station (Station 42) is currently vacant and is undergoing complete demolition and reconstruction. Apart from Station 44, the department inherited these fire stations from Fulton County and therefore had no strategic input pertaining to their locations. The Fulton County Stations were constructed on the fringes of what is now the City of Milton's 39 square miles of land area.

Response times to incidents in the rural core of the City suffer from the fringe locations of current stations. This situation has been exacerbated by the temporary closing of Station 42.

Future State

MFRD is continually striving to enhance service delivery. Improving emergency response times is a cornerstone in that endeavor. Ongoing strategies used to improve response times include streamlining dispatch procedures, CAD system improvements, addition of station alerting systems, firefighter readiness, apparatus readiness, and redundant mapping capabilities in the apparatus.

In addition, the department continually conducts extensive territory analysis including the heat mapping of recent 911 responses and ongoing ISO divergence mapping.

This data points to a clear challenge in getting emergency equipment into the rural core of the City within acceptable response time parameters. The solution to this challenge is to locate resources proximate to the City core by adding a fire station to fill identified voids.

MFRD envisions a future that brings fire protection closer to the core of the City, reducing response times and improving service.

Goals to Achieve Strategic Priority #3

GOAL	DESCRIPTION	TIMELINE
1	Research and implement significant technological enhancements to improve service in the following categories: <ul style="list-style-type: none"> • Automatic Vehicle Locator • Drones • Enhanced community engagement through preparedness and mitigation technology • Emergency Medical Services technology 	September 2023
2	Build, staff, and open Station 45	February 2024
3	Develop Fire Corps volunteer program. (explore integration with Alpharetta Fire Corps)	June 30, 2025

Outcomes

1. Meet National Fire Protection Association (NFPA) 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments response times.
2. More integrated and expanded regional automatic aid response by leveraging technology.
3. Fully implement the Advanced Cardiac Resuscitation (ACR) protocol to increase cardiac arrest survivability above the national average. To include Community Engagement CPR training and AED deployment within the City.



Achieve accreditation from the Center for Public Safety Excellence's (CPSE) Commission on Fire Accreditation International (CFAI) to provide greater community alignment and encourage organizational quality improvement.

Current State

MFRD had begun an internal review of current operations but has no timeframe established for re-evaluation in the future. The MFRD mission and vision statements were recently reviewed and updated to improve overall departmental fit. The Department conducted a S.W.O.T. analysis to assist in identifying areas of improvement.

Future State

MFRD understands the implications of being a fully accredited fire department. Obtaining accreditation means a thorough internal review process that will fully align all aspects of the organization with national standards and best practices, identify strengths and weaknesses, and establish an improvement plan. This self-assessment will assist in providing data to support future decision-making by City Officials. Through accreditation, MFRD will strengthen its community-focused services by determining the future needs of the community and planning accordingly.

Goals to Achieve Strategic Priority #4

GOAL	DESCRIPTION	TIMELINE
1	Accreditation Program Manager training	January 2022
2	Prepare Standards of Cover	June 2022
3	Assessment / Evaluation	February 2023
4	Full accreditation	December 2023

Outcomes

1. Improved integration with ISO rating system.
2. Ensured alignment with culture and community needs.
3. Continual internal improvement process.
4. Maintaining accreditation.

MILTON FIRE RESCUE STRATEGIC PLAN



Expand the current community paramedicine operational to a full service integrated mobile health unit, rebranded as MILTON FIRE CARES (Community Advocates for Referral and Education Services).

Current State

Milton provides a Paramedicine program but was severely restricted by the pandemic and limited by resources and personnel. The program had no set formal goals or mission. The program is currently being re-branded and a name change to “Milton Fire Cares.” The program has launched a new initiative to provide vaccinations. Its goal has been to reach out to the shut-in and elderly population for the goal of offering the vaccine to every citizen. Also, the department is progressive in its attempts to protect, serve, and provide for all citizens needs in the future.

Future State

Milton plans to implement a Mobile Integrated Public Health service while exploring partnerships and exploring new projects with existing partners. Milton Fire Cares hopes to expand into fully servicing the growing elderly population and any portion of the Milton community with special medical or social service needs. Milton’s elderly community is growing, comprises over 10 % of our population, with almost 40% of all EMS calls for patients 65 or older. The envisioned future state would be to increase practitioner education and create collaboration with stakeholders such as the hospitals that Milton residents use and thereby increase the level of support the Department provides to our most vulnerable population. The Milton Fire CARES program can utilize existing national models and begin accepted practices that have been integrated into the pre-hospital system.

Milton Fire CARES is the starting point of the mobile integrated healthcare (MIH) and community paramedicine program. The future consists of establishing program mission, vision, and goals, completing a needs-based assessment and training practitioners on the expanded role. The program is set to improve quality of life for the citizens of Milton and to provide a service that serves not only the elderly population but anyone in need of integrated healthcare services. The features of a successful MIH healthcare program should focus on being measurable, scalable, standardized, and reproducible on some level.

Goals to Achieve Strategic Priority #5

GOAL	DESCRIPTION	TIMELINE
1	Rebrand/policy/reorganization into mobile integrated healthcare unit	December 2021
2	Advanced training/certification	April 2022
3	Formal evaluation of community needs	June 2022
4	Assess the need for state-level action for enhanced level medical provider	September 2022
5	Evaluate implementation of fulltime program including grant funding opportunities	2023

Outcomes

1. Improved coordination with hospital, senior care homes and service, and other special needs community groups.
2. Improved medical outcomes through prevention.
3. Increase system-wide accountability for medical services to vulnerable populations.
4. Reduce 911 and emergency room utilization for non-emergency calls.



Increase response capabilities through training and professional development related to advanced technical rescue to address the external threat of incidents beyond training and resource capabilities.

Current State

MFRD is well equipped to effectively manage and mitigate multiple types of fires, vehicle accidents, entrapments, emergency medical incidents, weather related emergencies (trees/downed wires), etc. We are also equipped for specialty responses related to technical large animal rescues (TLAER). Other highly technical emergencies requiring specialized skills, training and equipment often requires assistance from our local and state-level aid partners. These highly technical incidents include hazardous materials responses, high angle rescue, trench rescue, confined space rescue, structural collapse and water incidents requiring divers and or vessels.

MFRD’s relatively small size presents a major challenge when sending multiple members concurrently to attend the training necessary to obtain these advanced certifications. These technical specialties require a “team” of trained members available on each of the three operational shifts.

Future State

MFRD is continually striving to enhance service delivery. Improving emergency response capability through ongoing training and professional development is paramount in that strategy. The fire department has identified that operational and technical level training and certification in technical rescue is needed for all members. MFRD also needs to update its TLAER specialty training and ensure the readiness of the equipment and resources for this and other basic technical rescue responses.

MFRD realizes that fully functional advanced technical rescue teams (beyond TLAER) are not realistic or obtainable due to personnel numbers and equipment limitations. By training all members to the operational and technical level in the disciplines of technical rescue allows our personnel to properly triage these incidents and effectively manage the initial operations until advanced resources arrive on scene. It will also allow us to partner with other agencies to ensure prompt and seamless response to technical rescue events.

Goals to Achieve Strategic Priority #6

GOAL	DESCRIPTION	TIMELINE
1	Assess community needs and surrounding jurisdictions to enhance TLAER and other Technical Rescue needs	June 2022
2	Develop policy and training program	December 2022
3	Develop regional approach to technical rescue	September 2025
4	Replace 1992 TLAER donated vehicle	September 2025

Outcomes

1. Add a medium duty rescue to the TLAER specialty.
2. Increase integration with regional partners so that MFRD can serve as a bridge until advanced providers can arrive.
3. Increase the number of certified technical rescue technicians



Empower members to embrace a healthy, safe, and productive work environment and expand opportunities to improve overall health, mental and physical wellness. The ability to provide support to their peers, understand common behavioral health issues affecting the fire service, and build peer support programs.

Current State

There is a growing concern in the fire service about cancer and behavioral health issues and the impact on wellness. A study by the National Institute for Occupational Safety and Health concluded that Firefighters face a 9% increase in cancer diagnosis and a 14% increase in cancer-related death. The stressors and traumatic events can have a cumulative impact on one's mental health over the course of a career. MFRD does not currently provide for a comprehensive in-depth cancer detection and full body Ultrasound scan physical. MFRD members face the risk of anxiety, depression, burnout, post-traumatic stress disorder. The Department does not have a peer support program, but we have recently welcomed a new Fire Department Chaplain. City provided EAP is also available to all personnel. Since the inception of Milton Fire-Rescue, there have been multiple instances where a peer support program could have positively changed an undesirable outcome.

Future State

Adopt a full comprehensive cancer detection and prevention physical to include the full body Ultrasound scan, nutritional education and provide critical education and training to personnel to develop a peer support program. Peer support team members are equipped to provide a missing component of basic education on mental health and substance abuse problems, and to recognize warning signs of an imminent behavioral health crisis that impacts the members of the fire service. Once developed, a peer support program will provide a confidential avenue to support members who are experiencing personal, emotional, or work-related problems, while also acting as a bridge to outside professional services.

Goals to Achieve Strategic Priority #7

GOAL	DESCRIPTION	TIMELINE
1	Create a standing health and mental wellness committee	October 2021
2	Assess resources for firefighter-specific mental and physical health and develop a formal plan to enhance the City's approach to these issues	June 2022
3	Implement IAFC, IAFF, NFPA, or other program appropriate for Milton's needs	October 2022
4	Create peer support team	October 2024

Outcomes

1. Expanded opportunities for members to improve overall health and wellness.
2. Understand common behavioral health issues affecting members and develop a robust mental health and peer support team.
3. Reduce workplace injuries to minimize workers compensation and insurance premium costs.
4. Fully implement International Association of Fire Chiefs Wellness Fitness Initiative/NFPA 1582.

MILTON FIRE RESCUE STRATEGIC PLAN



Improve the overall quality and relevance of training for our members to better prepare them for the types and sizes of emergencies encountered while operating in the community.

Current State

MFRD's training staff consists of a Battalion Chief of Training and a Medical Services Officer. These two positions have significant regulatory program management responsibilities—besides training—which restricts the amount of time and quality of hands-on training that can be provided. MFRD currently has a 53' mobile training trailer with an estimated square footage of 530 sq ft. Although the training trailer provides an area for basic firefighting training, it is different from most structures found in Milton (with the average square footage of a house at 5,000 sq ft). The current trailer does not provide for relevant and realistic training that simulates real world incidents due to its size and shape. MFRD is in the process of reviewing and revising our Standard Operating Procedures but lack the many tactical and operational guidelines needed for operational standardization throughout the department.

Future State

MFRD recognizes the need for high quality and realistic training. By upgrading our training capacity, training can be aligned with the community's current needs and exceed the level provided by surrounding jurisdictions. Increased training staff and improving our training facilities allow for more direct and hands-on training while maintaining regulatory and compliance standards, and detailed records of training provided.

Goals to Achieve Strategic Priority #8

GOAL	DESCRIPTION	TIMELINE
1	Personnel – increased capacity for training by increasing training staff	December 2021
2	Assess and develop a policy for increased utilization of the Field Training Officer program	December 2021
3	Conduct a formal training needs assessment	June 2022
4	Develop regular regional approach to training	September 2022
5	Develop road map for future promotional and holistic organizational learning	December 2021

Outcomes

1. Increased safety of firefighters.
2. Increased response capability of the department through improved practical training program and more seamless integration with surrounding departments.
3. Better preparation for high-risk / low-frequency events.
4. Improved outcomes for the community due to more effective and efficient delivery of fire, medical, and rescue services.
5. Create an annual Leadership and Professional Development Academy to strengthen members knowledge, skills, and abilities.
6. Adopt formal Succession Plan document.



Steve Krokoff
City Manager

Steve Krokoff

Endorsed on 6.1.2021

Gabriel Benmoussa
Fire Chief

Gabriel Benmoussa

Adopted on 6.1.2021

