

Candidate

Joel G. Baker, EFO, MPA, EMT-P

Synopsis

Accomplished thirty – one years of fire service experiences leadership and emergency management while working as a Firefighter-Paramedic, Fire Lieutenant, Fire Captain, Section Fire Chief, Assistant Fire Chief, Deputy Fire Chief and Fire Chief for the Atlanta Fire Rescue Department. Experienced in all phases of the fire services and emergency management: Fire Fighting Operations, Emergency Medical Services, Hazardous Materials/Technical Rescue, Recruiting, EEOC/Internal Affairs, Research and Development, Performance Evaluation and Administration, Homeland Security, Emergency Preparedness, Strategic Planning, Budgeting and Training.

Experience

Atlanta Fire Rescue Department, Atlanta, Georgia 1988 - present

- **Fire Chief, June 2015 – Present**

- Managed approximately \$130M dollars budget for the General Funds and Aviation Funds for the Atlanta Fire Rescue Department.
- Chairperson for the Atlanta Regional Commission – Atlanta Urban Area Security Initiative (UASI) Working Group.
- Directed and assist with planning of the City of Atlanta – Atlanta Citizens Emergency Response Team (ACERT.)
- Coordinated with the City of Atlanta and Atlanta Fulton County Emergency Management Agency (AFCEMA) with oversight on Incident Action Plans (IAP) during citywide emergency incidents.
- Coordinated the emergency planning efforts with local, state and federal agencies during the I-85 bridge collapse.
- Maintain the City of Atlanta Class 1 Insurance Service Office rating.
- Improved response times to typical fire risks providing four (4) firefighters within five minutes.
- Improved response times to emergency medical services providing two (2) Emergency Medical Technicians (EMTs) within five minutes.
- Created an executive level oversight for all Emergency Medical Service functions.
- Enhance special operations services and response through increasing rescue technicians and enhance deployment strategy.
- Enhance stations and facilities to address employee safety and quality of life issues.
- Enhance revenue generation opportunities and collection of approximately \$1.8 million dollars.
- Continue implementation of the Atlanta Fire Rescue Department (AFRD) Strategic Plan.

- Implementation of AFRD's Homeland Security and Emergency Management Strategic Plan.
- Implementation of AFRD's equipment and facility enhancements plans.
- Completion of Unmanned Aviation Vehicle (UAV) / Drone Feasibility Study with Georgia Tech for program development.
- Successful adoption and expansion of AFRD's Dependent Care Initiative by Mayor's Office of Sustainability and 100 Resilient Cities partnership.
- Adoption of co-led community disaster preparedness and response proposal by Mayor's Office of Sustainability and 100 Resilient Cities partnership.
- Maintained use of technology enhancements – AFRD Mobile App and Pulse Point App – for citizen engagement.
- Maintained Commission for Public Safety Excellence Accreditation.
- Sought and funded training and leadership opportunities for female firefighters in fire service.
- Applied and received approximately \$5.1 million in grant funding for additional sworn staffing.
- **Interim Fire Chief, December 2014 - June 2015**
 - Managed approximately \$120M dollars budget for the General Funds and Aviation Funds for the Atlanta Fire Rescue Department.
 - Implemented the department's first Lesbian, Gay, Bisexual, and Transgender (LGBT) community outreach programs.
 - Facilitated the department's Climate Survey to address the organization's concerns relating to recruitment and retention short falls; communication flow and employee input; adaptability of the department; internal customer service; policies and procedures review; and work group atmosphere.
 - Reinstated the department's service pin recognition awards for employees who have reached 5 or more years of committed service to the City of Atlanta – Fire Rescue Department.
 - Mandated diversity and workplace equity training for the department's Executive and Senior Staff to address the needs to enhance firefighter safety; diversity; LGBT needs; race relations; assignment policies; as well as the overall quality of life within the AFRD fire stations.
 - Partner with Wake Forest University School of Business (Winston-Salem, North Carolina) to conduct a study to better understand how different styles and approaches to leadership influence various organizational outcomes, such as firefighters' engagement, attitudes and performance.
- **Deputy Fire Chief - Airport Operations, July 2012 - December 2014**
 - Managed a \$25M dollars budget for Airport Operations which includes the Office of Fire Prevention, Training Division, Operations Division, Emergency Medical Services, Fire Prevention Section and Airport Administration.
 - Facilitated the revision of the Department of Aviation's Automatic External Defibrillator (AED) Enhancement Program by ensuring that all out of cycle AED are replace with up to date model.
 - Facilitated the Standard of Response Coverage (SORC) response drill data collections to ensure that Hartsfield - Jackson Atlanta International Airport (H-JAIA) has the correct number of fire stations in the correct locations to meet its required Federal Aviation Regulations (Part 139) Index E certifications.

- Facilitated the Collaboration through Partnership - Customer Service Program to formalize internal and external stakeholders' relationship for mutually beneficial reasons.
- Facilitated the Vehicle Replacement and Reserve Fleet Development initiative to ensure that AFRD - Airport Operations has the needed front-line apparatuses to meet the growing need of H-JAIA aircraft rescue firefighting (ARFF) and emergency medical services demands.
- Facilitated a Target Hazard Identification Preplanning initiative to identify low, medium and high target hazards at H-JAIA to enhance Airport Operations emergency preparedness and readiness.
- Facilitated the reorganization of H-JAIA EMS Bike Team to improve the staffing level that will enhance the emergency medical services delivery and all hazards readiness.
- Implemented the department first Airport Operations and Field Operations job rotation and job enhancement program that will provide practical level experiences to augment the maintenance of State Firefighter Certifications for Airport Operations ARFF personnel.
- **Deputy Fire Chief - Chief of Staff, August 2010 - July 2012**
 - Managed the budget for the Office of the Fire Chief which includes the Office of Professional Standards, Public Information Office, Assessment and Planning, Capital Projects and Office of Chaplain Services.
 - Coordinated the development of the department's "Emergency Preparedness Institute" that has enhanced AFRD relationship with the City's Executive/Business leaders by providing and educational experience on AFRD operational initiatives.
 - Facilitated the development of the department's "Citizens Fire Academy" to enhance the relationship with the citizens of Atlanta through educational experience on AFRD operations.
 - Facilitated the department's "Annual Report" that will provide updated information on AFRD annual emergency and non-emergency activities.
 - Facilitated the department's "Reporting District Reorganization" that will identify accuracy drive time (Standard of Response Coverage) to enhance AFRD emergency response.
 - Facilitated the department's "Records Retention Program" that has ensured that the department maintains its records according to the City's retention plan, reporting process, electronic storage and retrieval.
 - Facilitated the department's "Center for Public Safety of Excellence (CPSE) Accreditation process that will reevaluate the four divisions of labors strengths, weaknesses, opportunities, and threats.
 - Facilitated the department's website that will provide information on events and activities to the department stakeholders.
 - Facilitated the "Target Hazard Identification and Preplanning" initiatives that will identify low, medium and high target hazards to ensure the department readiness.
 - Facilitated the department's "Public Service Announcements" that will ensure proper notification of AFRD emergency and non-emergency incidents and any other events or activities that will keep our stakeholders informed.
 - Implemented a "Safety Task Force" to determine the root causes of accidents and incidents to the departments' fire apparatus.

- Coordinated the development of the department's Executive Leadership Academy" that will enhance AFRD's relationship with the city's executive/business leaders by providing an educational experience on AFRD's operational needs.
- Implemented the Labor and Management Partnership – Relationship Initiated with the Atlanta Progressive Firefighter, International Association of Firefighter (IAFF Local 134) and the Professional Association of City Employees (PACE.)
- **Interim Fire Chief, August 2009 - August 2010**
 - Direct the operations of 1016 member Accredited Fire Rescue Department which provides fire, rescue and emergency medical services to the City of Atlanta.
 - Managed approximately \$74 million dollars budget for the City of Atlanta General Funds and ensure that approximately \$23 million dollars budget was managed via the Deputy Chief of Airport Operations (Enterprise Funds).
 - Develop and coordinate the department's reorganization plan due to possible 11% to 16% budget reduction for FY11 for efficiencies.
 - Implemented policy changes to the department's "Sick Leave SOP" to reduce fire station Brown Outs.
 - Developed the framework for "Best Business Practice" pertaining to departmental fiscal affairs including revenue enhancements, maximizing general fund and grant resource funding, and department-wide fiscal management.
 - Developed fiscal re-appropriation schedules to re-acquire thirty-two sworn staff members and services previously reduced, or eliminated, due to budgetary constraints. These services included: AFRD Swift Water Rescue Program.
 - Initiated the department's first Women's Leadership Conference, theme "Breaking the Glass Ceiling" and recognize female contributions.
 - Initiated the department's first Succession Planning Program "The Rising Phoenix" encouraging professional development among AFRD members.
 - Assessed growing elderly population developed and implemented AFRD - Reducing Falls in the Elderly Community Program.
 - Developed human resource improvement measures and programs assuring constant minimum staffing at all Fire Stations within the City of Atlanta affording a reduction in temporary station closures.
 - Developed civilian staffing reorganization and enhancement plans assuring compliance with the overall City objectives to maximize existing budgets while simultaneously assuring consistency with the Departmental "Best Business Practice" model.
 - Coordinated the efforts of the department's and city annexation plans to enhance fire and medical responses.
 - Served on the department's paramedic advisory board to ensure the success of the department's advanced and basic life support emergency medical service readiness.
- **Section Chief (Office of Professional Standards), June 2008 - August 2009**
 - Facilitated with the restructuring of the department's 73.8 million dollars budget.

- Facilitated with the reorganization of AFRD - Division of Labors (Field Operations, Support Services, and Airport Operations) due to city wide budget cuts.
- Organized the development of the Office of Professional Standards procedures manual.
- Implemented policy changes pertaining to AFRD Fire Recruitment medical exams, allowing AFRD to be in compliance with the U. S. Justice Department mandate.
- Prepared the department's EEOC and Law Department documents most complaints and law suits.
- Served as a team leader on the AFRD Strategic Planning Team.
- **Assistant Chief (Office of Support Services), November 2006 - August 2007**
 - Supervised the Section Chiefs of AFRD Training Academy, Emergency Medical Services, Atlanta Fire Homeland Security Section, Office of Professional Standards (Internal Affairs), and various Special Operations units such as HazMat/Georgia Search and Rescue (GSAR 6).
 - Developed plans for the first Succession Planning Program within AFRD.
 - Developed plans for Technical Rescue Job Rotations (HazMat and Georgia Search & Rescue).
 - Volunteered for demotion to the rank of Fire Section Chief to aid the Department with its reorganization due to city wide budgets cuts.
- **Fire Captain (Special Operation Unit), July 2004 - November 2006**
 - Developed Atlanta Fire Rescue Operations Manual for Hazards Material Unit.
 - Developed budgets to ensure technical equipment was available for hazardous material and technical rescue operations.
 - Evaluated emergency activities applying appropriate command strategy to save lives, mitigate property loss and quality customer services.
 - Completed internal internship with the department's Office of Homeland Security.
- **Fire Lieutenant (Training and Emergency Medical Services), August 1996 - July 2004**
 - Served as Paramedic Lieutenant responsible for the Emergency Medical Services – Medical Command Unit.
 - Ensured that the Emergency Medical Technicians (EMTs) and Paramedics maintained their training hours and certifications.
 - Assisted with the development and implementation of the Atlanta Fire Rescue Training Academy Strategic Plan.
 - Trained approximately 300 fire recruits with their basic firefighters training as new department employees.
 - Assisted with the development of the department's basic and advanced life support and medical classes.
 - Served as the Research and Development Office while assigned to the Atlanta Fire Rescue Training Academy.
 - Assisted with the department's (first) Citizen's Fire Academy class.

- **Firefighter, February 1988 – August 1996**
 - Trained as a basic firefighter and emergency medical technician.
 - Obtained my advanced emergency medical paramedic certification.
 - Worked as a firefighter and paramedic during the 1996 Olympic.
 - Certified as a Georgia Smoke Diver through the Georgia Fire Academy.

Military

United States Marine Corps 1982 - 1985

- Honorable Discharge

United States Navy Reserve 1996 - 2007

- 1999 Sailor of the Year (Naval Hospital Jax Det A - NAS Atlanta)
- 2003 Iraqi Enduring Freedom Veteran

Education

- Master of Public Administration (Justice Administration)
Columbus State University, Columbus, Georgia, December 2009
- Bachelor of Science (Human Resources Development)
Georgia State University, Atlanta, Georgia, December 2006
- Associate in Applied Science (Fire Science and Technology)
Georgia Perimeter College, Decatur, Georgia, June 1995

Certifications & Continuing Education

- Harvard University - John F. Kennedy School, Cambridge, Massachusetts
Senior Executive Educations - State and Local Government, July 2013
- Executive Fire Office Program (EFOP), U. S. Fire Administration – FEMA,
Emmitsburg, MD, March 2012
- Peace Officer Standards and Training Mandated Officer (Georgia POST Certified)
- State of Georgia Paramedic (Lic. #3518)
- National Fire Academy - Executive Development
- National Fire Academy - Leading Community Risk Reduction
- National Fire Academy - Executive Analysis of Fire Service Operations in EM
- National Fire Academy - Executive Leadership
- National Professional Qualification Fire Service Instructor
- National Professional Qualification Firefighter III
- National Professional Qualification Firefighter Evaluator
- Georgia Search and Rescue Technical Rope Rescue
- Georgia Search and Rescue Confined Space Rescue Technician
- Georgia Search and Rescue Structural Collapse Operations
- Georgia Search and Rescue Trench Rescue Technician
- Hazardous Material Technician (Georgia Institute of Technology)

- National Incident Management System - IS 100 Intro to ICS and IS 200
- National Incident Management System - IS 292 Disaster Basic
- National Incident Management System - IS 300 Intermediated ICS
- National Incident Management System - IS 400 Advanced ICS
- National Incident Management System - IS 700 NIMS Intro
- National Incident Management System - IS 800 NRP Intro
- National Incident Management System - IS 546.12 Continuity of Operations Awareness
- National incident Management System - IS 547.a Intro. Continuity of Operations
- Center for Domestic Preparedness - Pandemic Planning and Preparedness

Professional Affiliations & Community Activities

- National Fire Academy Alumni Associations (NFAAA)
- International Association of Fire Chief (IAFC)
- National Society of Executive Fire Officers (NSEFO)
- Georgia Association of Fire Chiefs (GAFC)
- Metro Atlanta Fire Chiefs Association (MAFCA)
- National Fire Protection Association (NFPA)
- Society for Human Resource Management (SHRM) Aircraft Rescue & Fire Fighting Working Group - State of Georgia Coordinator (2012)
- Andrew and Walter Young Family YMCA – Past Board Member
- Atlanta Fire Rescue Professional Development Committee
- Atlanta Fire Rescue Strategic Planning Committee
- Atlanta Fire Rescue Citizens Fire Academy
- Atlanta Fire Rescue Employee Performance Committee
- Atlanta Fire Rescue Emergency Response Team (ACERT)
- Board of Trustee Kelly Chapel United Methodist Church (KCUMC)
- Atlanta Chapter Tuskegee Airmen Organization - Golf Classic
- Atlanta International School - Black Parent Harambee Cultural Club Past President (2011)

Awards & Milestones

- Past Chairperson for the Atlanta Regional Commission/Atlanta Urban Area Security Initiative
- Past Board Member to the State of Georgia 9-1-1 Authority Advisory Board
- Past Board Member for National Safe Place Network
- Atlanta Regional Commission/Atlanta Urban Area Security Initiative Award (2017)
- Atlanta Fire Rescue Foundation – Award of Excellence (2017)
- The 300 Club commendation for Excellent Award (2017)
- Columbus State University – Distinguished Alumnus in Public Service Award (2017)

- The Georgia Time Task Force – Outstanding Responder Award (2017)
- The Gentlemen’s Foundation – Gentleman of Alliance Award (2017)
- Prince Hall Masonic Mason of the Year – Jurisdiction of Georgia (2017)
- John L. Martin Consistory No. 367A – Outstanding Civic Award (2017)
- Unity Network and Counseling Center Man of the Year Award (2016)
- Aircraft Rescue and Fire Fighting – Above and Beyond Award (2016)
- Masjid Al-Mu’Minun’s Community Leadership Award for Outstanding Vision/Service (2015)
- National Fire Academy - Executive Fire Officer Designation (2012)
- The Commission on Professional Credentialing - Chief Fire Officer Designation (2011)
- The City of Atlanta Phoenix Award (2010)
- Atlanta City Council - Proclamation: District 9's City Floods Damages Assessment (2010)
- Atlanta City Council - Proclamation: AFRD on Unity in the Community Day (2009)
- Atlanta City Council - Proclamation: District 12's City Floods Recovery Efforts (2009)
- The 300 Club Commendation for Excellent Award (2005)
- Outstanding Quality Customer Service Certificate (2001)
- Supervisor of Year Recommendation (1999)

Publications & Presentations

- *Developing Your Fire Service Career*, Applied Research Paper for Partial Fulfillment of the Executive Fire Officer Program - National Fire Academy, 2008
- *Understanding Your Rights* (Office of Professional Standards), Lecture at Firehouse Central Atlanta, 2009
- *Reducing Falls in the Elderly Community*, Applied Research Paper for Partial Fulfillment of the Executive Fire Officer Program - National Fire Academy, 2009
- *Managing a Diverse Workforce: Without Discriminating*, Applied Research Paper for Georgia Law Enforcement Command College, 2009
- *Atlanta Fire Rescue Department - Community Risk and Vulnerability Assessment for Floods*, Applied Research Paper for Partial Fulfillment of the Executive Fire Officer Program - National Fire Academy, 2011
- *A Courageous Conversations with the Next Generation of Firefighters*, Lecture at Fire Rescue International, 2011
- *Establishing Your Life Path*, Boy Scouts of America Troop 3411, Keynote Speaker - Awards Banquet, Kelly Chapel United Methodist Church - Decatur, Georgia 2011
- *Analysis of Sick Leave Trend within the Atlanta Fire Rescue Department*, Applied Research Paper for Partial Fulfillment of the Executive Fire Officer Program - National Fire Academy, 2012
- *Living the Dream (Do Not Throw in the Towel)*, Gate City Lodge #42, Keynote Speaker - College Scholarship Presentation - Atlanta, Georgia 2012