

10-1361

(Do Not Write Above This Line)

A COMMUNICATION  
BY MAYOR KASIM REED

APPOINTING KELVIN  
COCHRAN TO SERVE AS  
CHIEF OF ATLANTA  
FIRE AND RESCUE FOR  
THE CITY OF ATLANTA;  
EFFECTIVE UPON CITY  
COUNCIL  
CONFIRMATION.

*Confirmed by Unanimous Roll Call  
Vote - 13 Yeas; 0 Nays*

**CONFIRMED**  
8/16/2010

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred: 7/19/10  
 Referred To: PS/LA+COC  
 Date Referred:  
 Referred To:  
 Date Referred:  
 Referred To:

First Reading

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Referred To \_\_\_\_\_

PSLA Committee  
 Date: 7/27/10  
 Chair: [Signature]  
 Action: Fav, Adv, Hold (see rev. side)  
 Other:  
 Members: [Signatures]  
 Refer To: COC

COC Committee  
 Date: 8/16/10  
 Chair: [Signature]  
 Action: Fav, Adv, Hold (see rev. side)  
 Other:  
 Members: [Signatures]  
 Refer To:

Committee  
 Date  
 Chair  
 Action  
 Fav, Adv, Hold (see rev. side)  
 Other  
 Members  
 Refer To

Committee  
 Date  
 Chair  
 Action  
 Fav, Adv, Hold (see rev. side)  
 Other  
 Members  
 Refer To

FINAL COUNCIL ACTION  
 2nd     1st & 2nd     3rd  
 Readings  
 Consent     V Vote     RC Vote

CERTIFIED

**CERTIFIED**  
 AUG 16 2010  
 ATLANTA CITY COUNCIL PRESIDENT  
 [Signature]

**CERTIFIED**  
 AUG 16 2010  
 Rhonda Daughin Johnson  
 MUNICIPAL CLERK

MAYOR'S ACTION



RECEIVED  
10-C-1361  
MUNICIPAL CLERK  
2010 JUL 16 PM 1:07

## CITY OF ATLANTA

KASIM REED  
MAYOR

55 TRINITY AVENUE, S.W  
ATLANTA, GEORGIA 30303-0300  
TEL (404) 330-6100

July 16, 2010

The Honorable Ceasar Mitchell, President and  
Members of the Atlanta City Council  
55 Trinity Avenue SW  
Atlanta, Georgia 30303

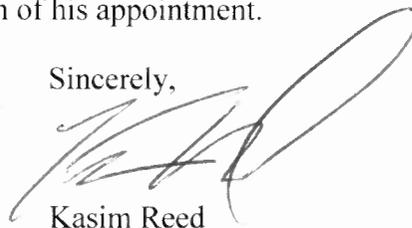
Dear President Mitchell and Members of Council:

It is my pleasure to appoint Kelvin Cochran to serve as Chief of Atlanta Fire and Rescue for the City of Atlanta. This appointment will be effective upon City Council confirmation.

Chief Cochran is an experienced fire chief and emergency manager with 29 years of experience in responding to all hazards and is well-respected by America's first responders for his visionary leadership and record of achievement. He has given many lectures on leadership and emergency response, and he strongly advocates firefighter safety. In addition, he has extensive involvement and leadership in the fire service, including positions with the International Association of Fire Chiefs (IAFC), where he is a member and served on the board of directors as first vice president (2007) and second vice president (2006). He is also a past chair of the IAFC Program Planning Committee and past chair of the Metropolitan Fire Chiefs Section. In addition, Chief Cochran is a member of the Georgia Fire Chiefs Association, Metro Atlanta Fire Chiefs Association.

Chief Cochran's experience and training make him exceptionally qualified to serve as Chief of Atlanta Fire and Rescue. Therefore, I submit his name to you and respectfully urge your confirmation of his appointment.

Sincerely,



Kasim Reed

## INTRODUCTION

City of Atlanta Fire Chief nominee, Kelvin J. Cochran, has 29 years of experience in the Firefighting Profession and is known as one of the Country's leading advocates for Firefighters.

## QUALIFICATIONS AND EXPERIENCE

Chief Cochran's extensive experience in the fire service includes firefighting, emergency medical services, hazardous materials, public education and research and development. His administrative expertise includes personnel management, training and strategic planning.

Chief Cochran's most recent position was an appointment to the US Fire Administrator in Washington DC in August 2009. In this role Chief Cochran was charged with overseeing, coordinating, and directing national efforts to prevent fires and improve fire response. Cochran supervised fire prevention and safety education programs and professional development opportunities for emergency responders at all levels of government.

Chief Cochran has served in a leadership and administrative capacity with professional associations and non-governmental organizations, including 1<sup>st</sup> Vice President of the International Association of Fire Chiefs (IAFC), President of the Metropolitan Fire Chiefs Association, Vice Chairman of Volunteers of America (VOA), and the Vice President of Strategic Planning for Norwella Council of Boy Scouts of America (BSA).

In his previous role as Fire Chief for the City of Atlanta, Cochran coordinated homeland security and emergency preparedness initiatives between the City of Atlanta and the Atlanta Fulton County Emergency Agency (AFCEMA). In addition, Chief Cochran is a member of the board of visitors of National Fire Academy, and has authored two chapters for Chief Fire Officers Desk Reference, published by Jones and Bartlett publishers: Chapter 1- "Leadership and Management" and Chapter 25 – "The Fire Chief of the Future."

# CITY OF ATLANTA, GEORGIA

## CLASSIFICATION SPECIFICATION

**Job Title: Fire Chief**

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### **Purpose of Job**

The purpose of this job is to represent and to stand accountable for an assigned department's actions to those outside the department. Duties include, but are not limited to: supervising staff; managing and coordinating the Administrative, Operational and Technical Services Bureaus; enforcing all city and state fire codes, ordinances, laws and regulations; establishing rules and regulations; developing specifications; preparing plans; and processing paperwork.

### **Essential Duties and Responsibilities**

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

#### **Work Delegation:**

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, referring, disciplining and completing employee performance appraisals.
- Directs, either personally or through subordinate supervisors, the work of Fire Department personnel in firefighting, pre-fire planning, hazardous material emergencies, rescue operations and other related emergencies.
- Responsible for ensuring the efficient and effective management of the operation and maintenance of fire stations and equipment.

#### **Administrative Duties:**

- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Designs and attends activities so as to maximize on accomplishing the Fire Department's mission; makes necessary administrative decisions that affect the operations of the department.
- Establishes rules and regulations of the department, and controls and disciplines all officers and members of the department in accordance with established rules and regulations of the city and the department.
- Develops specifications for fire apparatus and equipment utilized by the department and is responsible for the purchase of such equipment upon approval.

**Planning and Organizing:**

- Prepares and implements a three and five year management plan compiled from project reports from all departments including prevention, rescue/medical, station relocation, etc.
- Responsible for planning operations and activities so as to maximize on accomplishing the Fire Department's mission.
- Prepares, plans, and implements standard operating procedures for the department.
- Responsible for coordinating mutual fire protection plans with surrounding municipalities.

**Communication:**

- Attends meetings to strategize on how to accomplish Fire Department goals.
- Responsible for ensuring that the Mayor and Chief Operating Officer remain current and abreast of all major policies affecting the administration of the department and/or with other City departments regarding major fire policies, services or business.

**Employee Development:**

- Directs the development of training programs; establishes testing procedures for the testing of applicants, firefighters and for promotions within the department.
- Establishes goals for employees on a semi-annual basis.
- Supervises and manages an employee performance problem-solving process.

**Fiscal Responsibilities:**

- Surveys buildings, grounds, and equipment to estimate needs of department in preparation of the departmental budget.
- Responsible for preparing, presenting and administering the annual budget to appropriate City officials.

**Quality Assurance:**

- Reviews, studies and interprets City ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes.
- Attends seminars, conferences, conventions and special educational meetings to stay current with modern techniques involving firefighting, rescue and hazardous material emergencies.
- Evaluates fire prevention and fire control policies by keeping abreast of new methods and conducting studies of departmental operations.

**Problem Identification and Solution:**

- Determines the staffing needs of the Department and ensures that such needs are consistently met.
- Conducts and directs fire investigations, which involves establishing cause, gathering and securing evidence of suspicious fires, and presents such evidence to a court of law to assist in prosecuting arsonists.

### **Marginal Job Functions**

- Performs other related duties as required.

### **Knowledge of Job**

Has extensive knowledge of the principles, practices and procedures of the City and the Fire Department operations and functions. Has extensive knowledge of public safety, fire science, management, budget and financial practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and human resource/personnel operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgement and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret fire operations and financial reports and related materials.

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree and one year of graduate study in Business/Public Administration, Fire Science or a related field plus eight years of supervisory experience, five years of which must have been senior supervisory experience in management and administration of fire prevention and protection services; such experience may be in either private employment or government service; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for the job.

### **(ADA) MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS**

**PHYSICAL REQUIREMENTS:** Must be physically able to operate a variety of job related machines and equipment. Must be able to use body members to work, move or carry related objects or materials. Physical demand requirements are at levels of those for sedentary to active work.

**DATA CONCEPTION:** Requires the ability to compare and/or judge the readily observable functional, technical, structural, compositional or identifiable characteristics (whether similar to or divergent from obvious standards) of data, people, or things.

**INTERPERSONAL COMMUNICATION:** Requires the ability to speak and signal to people to convey or exchange professional information.

**LANGUAGE ABILITY:** Requires the ability to read a variety of professional, technical and administrative documentation, directions, instructions, methods and procedures related to fire fighting work. Requires the ability to write reports and essays with proper format, punctuation, spelling and grammar, using all parts of speech. Requires the ability to speak with and before others with poise, voice control, and confidence using correct English and well-modulated voice.

**INTELLIGENCE:** Requires the ability to learn and understand subject matter principles and techniques; to make independent judgments in absence of supervision; to acquire and be able to expound on knowledge of topics related to primary occupation.

**VERBAL APTITUDE:** Require the ability to record and deliver information such as in public speaking situation, to explain procedures, to follow verbal and written instructions.

**NUMERICAL APTITUDE:** Requires the ability to utilize mathematical formulas; add and subtract; multiply and divide totals; determine percentages; determine time and weight; and interpret as may be appropriate.

**FORM/SPATIAL APTITUDE:** Requires the ability to inspect items for proper length, width, and shape.

**MOTOR COORDINATION:** Requires the ability to coordinate body members in utilizing job related equipment.

**COLOR DISCRIMINATION:** May require the ability to differentiate colors and shades of color.

**INTERPERSONAL TEMPERAMENT:** Requires the ability to interact with people (i.e. staff, supervisors, general public and elected officials) beyond giving the receiving instructions. Must be adaptable to performing under minimal stress when confronted with an emergency.

**MANUAL DEXTERITY:** Requires the ability to handle a variety of office/law enforcement equipment items. control knobs, switches, etc. Must have the ability to use one hand of twisting motion or turning motion while coordinating other hand with different activities. Must have eye/hand/foot coordination.

**PHYSICAL COMMUNICATION:** Requires the ability to speak (talking- expressing or exchanging ideas by means of spoken words), hear (hearing-perceiving nature of sounds by ear) and signal (using body members).

## Atlanta Fire Rescue

### Mission

The mission of the Atlanta Fire Rescue Department (AFRD) is to provide prompt quality services to our stakeholders that promote safety, security, enhance sustainability and enrich the quality of life through professional development and dedication to service. We serve the citizens of Atlanta as directed by the Fire Chief. Ultimately, our customers decide the services we deliver. Our personnel are obligated to provide those services in the most professional and efficient manner at a cost whereas the value of services received is significantly higher than the tax dollars used to pay for them.

Atlanta Fire Rescue accomplishes its mission by strict adherence to these organizational priorities:

### Summary of Operations

The Atlanta Fire Rescue Department (AFRD) serves an area of 132.6 square miles with a population of 519,000 residents responding to more than sixty miles of interstate highways, twenty-three miles of rapid rail and protects Hartsfield-Jackson International Airport. In addition to residents of Atlanta and travelers through Hartsfield-Jackson International, AFRD provides services to over one million workers, visitors, tourists and the businesses to which they work and play.

The previous personnel budget reductions resulted in a staffing strategy known as “brownouts” –a temporary closure of fire stations to offset staffing shortages.

The AFRD proposed budget for FY 2011 reflects a continuation of current service levels. As such, funding has been included to reduce, or minimize, “brownouts.” To totally eliminate “brownouts” would require restoring pay for relief days and establishing overtime for hired extra needs for the entire FY 2011 period. However, all sworn positions are funded, providing the opportunity to fill vacancies occurring through attrition.

The Department of Fire Rescue is comprised of five major operating units.

- *The Office of the Fire Chief* functions as the Executive Office and is responsible for the overall operation and direction of the Atlanta Fire Rescue Department. The Office provides leadership, advocacy and the daily administration of the organization.
- This office consists of the Office of Professional Standards, Public Information Office, Chaplaincy Office, Assessment & Planning, and the Medical Director.
  - *The Office of Professional Standards* performs background investigations, internal affairs and advocacy.

- The *Office of Public Information* conducts and coordinates media and communication activities, customer service events and serves as a liaison with the Office of the Mayor and other external branches or organizations.
  - *The Medical Director* provides medical oversight and direction for department's medical and health services.
  - *The Chaplaincy Office* provides support and counseling for the department's members, their families and citizens.
  - The *Office of Assessment & Planning* conducts and coordinates Performance Measurement Programs, data collection and analysis and provides information technology and analytical support to organization.
- *The Office of Support Services* provides effective management support for the department. The office consists of the Emergency Medical Service Administration, Fire Training, Code Enforcement, Recruitment, Administrative Services and Resources Management which includes Information Technology and Communications.
  - This Office consists of:

#### Emergency Medical Administration

- Conducts and coordinates Research and Development activities
- Provides Emergency Medical oversight, accountability and quality issuance

#### Homeland Security

- Coordinates homeland security programs and initiatives
- Coordinates training programs with internal and external agencies
- Maintains department state of readiness and awareness

#### Fire Training

- Conducts and coordinates firefighting training activities for existing and new firefighters
- Conducts and coordinates emergency medical training for existing and new firefighters
- Conducts and coordinates firefighting and emergency medical recertification for department personnel

## Code Enforcement

- Conducts fire investigations, causes and determinations
- Conducts fire prevention and inspection activities
- Provides expert assistance to department personnel and external customers

## Resources Management

- Provides organizational communication support and expertise
- Coordinates communication activities and maintain equipment
- Maintains and repairs fire suppression equipment
- Maintains the Management Information Systems which supports the Department's information technology services and infrastructure
- Researches, develops and manages technological grants which could be used to augment the department's services

## Administrative Services

- Provides departmental management and administrative services for Human Resource and Fiscal-related initiatives and tasks
  - Acts as a liaison for employees and other City Departments
- *The Office of Field Operations* is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations include Fire Suppression, Emergency Medical Services, Hazardous Materials and Technical Rescue responses and activities. This office also conducts and coordinates community service program requests and other special projects.

- The Office consists of:

### Fire Suppression

- Provides fire suppression activities
- Conducts building familiarizations
- Conducts fire hydrant inspections and maintenance
- Provides In-Service training programs

### Emergency Medical Services

- Provides Advance Life Support activities
- Provides Basic Life Support activities
- Maintains a state of readiness of mass casualty equipment

## Technical Rescue

- Provides disentanglement expertise and mitigation
  - Provides trench rescue operation and expertise
  - Provides building collapse expertise and support
  - Provides high and low angle rope rescue
  - Provides hazardous material support and mitigation
  - Provide Georgia Search and Rescue Support (GSAR)
- *The Airport Fire Administration Division* provides incident response and prevention services at Hartsfield-Jackson International Airport. The Division provides aircraft fire protection, structural fire protection, Emergency Medical Services protection and Hazardous Materials/Special Rescue Response protection to the traveling public and employees of Hartsfield Atlanta International Airport.
  - The Division consists of:

### Airport Inspections

- Provides aircraft and structural fire suppression activities
- Provides emergency medical care activities
- Provides fueling standby activities
- Provides educational and prevention activities
- Provides building familiarizations
- Responds and mitigates hazardous material and technical incidents

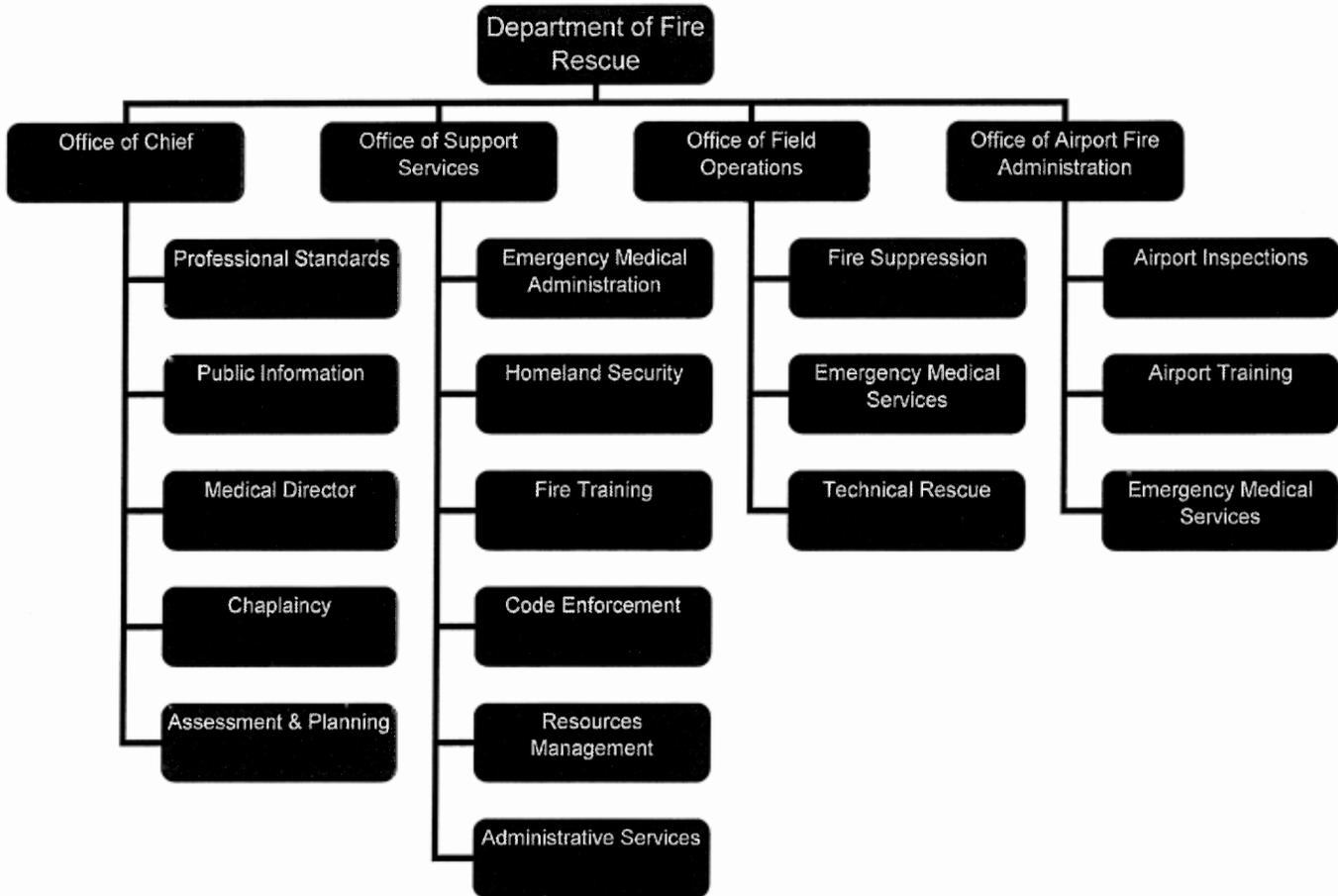
### Airport Training

- Provides aircraft and structural firefighting training for existing personnel
- Provides aircraft and structural firefighting recertification
- Provides emergency medical training and recertification

### Emergency Medical Services

- Provides emergency medical responses and activities
- Provides medical oversight, direction, and supervision
- Maintains a state of readiness of mass casualty equipment

Organization Chart



## ATL Stats Performance Metrics for Fire Rescue

Performance Measure	2009 Actual	2010 Target	2011 Target
Number of Incidents	58,635	58,684	59,833
Number of Fire Incidents	2,125	2,453	2,252
Number of EMS Incidents	30,360	30,334	30,954
% of Typical Fire Risk Incidents achieving SORC	71.69	56.9%	82%
% of EMS Incidents achieving SORC	69.6%	62.6%	80%
Number of People Reached Through Atlanta Citizens Emergency Response Team (ACERT) Program	108	100	100

### *FY10 Summary of Accomplishments & FY11 Proposed Program Highlights Atlanta Fire Rescue*

#### FY10 Accomplishments:

- ❖ Reduced fire deaths in the city to eight (lowest in city's history)
- ❖ Constructed four (4) new fire stations (11, 13, 18 and, 24 at AHJIA)
- ❖ Implemented False Alarm Fee Program
- ❖ Implemented three (3) Revenue Enhancement Programs
- ❖ Saved (Cardioverted) 7 patients that were in full cardiac arrest in the terminals (Airport Fire Paramedics)
- ❖ Conducted 819 Public Safety Programs reaching 12,817 youths, 10,611 adults and 3,485 seniors citizens
- ❖ Distributed 3,917 Smoke Alarms through the Atlanta Smoke Alarm Program (ASAP)
- ❖ Distributed 995 Child Safety Car Seats
- ❖ Trained 108 citizens in the Atlanta Citizens Emergency Response Team (ACERT) Training Program
- ❖ Completed 1,215 night club observations in 2010

#### FY 11 Proposed Program Highlights:

- ❖ To recruit and hire firefighters to reduce fire station "Brown Outs"
- ❖ To implement an Automated Inspection Process
- ❖ To fully implement Cost Recovery Programs
- ❖ To implement formal, post-emergency programs that provide counseling, shelter, food, clothing and other needs common to the loss of a loved one and/or property
- ❖ To develop community wellness programs in cooperation with local health care systems
- ❖ To conduct a formal Community Risk Assessment and Resource Capability Assessment

**KELVIN J. COCHRAN**  
**United States Fire Administrator**  
UNITED STATES FIRE ADMINISTRATION  
500 C STREET SW  
WASHINGTON, D.C. 20472  
Office: 202-646-4223  
Fax: 202-646-4043  
Email: kelvin.cochran@dhs.gov

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**SUMMARY OF PROFESSIONAL QUALIFICATIONS**

Twenty-nine (29) years experience from Firefighter to Assistant Chief Training Officer to Fire Chief of Shreveport, Louisiana (1999) to Fire Chief of Atlanta, Georgia (2008) to U.S. Fire Administrator, Washington, D.C. experienced in leadership and administration in all phases of the fire and emergency services: fire protection services, emergency medical services, hazardous materials, special operations, recruitment, hiring, promotional systems, public education, research and development, discipline, performance management, homeland security, emergency management, with specialization in training, professional development, strategic planning, and facilitation. Experienced in a leadership and administrative capacity with professional associations and non-governmental organizations as 1<sup>st</sup> Vice President of the International Association of Fire Chiefs (IAFC), President of the Metropolitan Fire Chiefs Association, Vice Chairman of Volunteers of America (VOA), and Vice President of Strategic Planning for Norwella Council of Boy Scouts of America (BSA).

**EMPLOYMENT HISTORY**

2009 – Present

**U. S. Fire Administrator, United States Fire Administration, Washington, D. C.**

A Presidential Appointed-Senate Confirmed position: Directs administrative and operational activities of 620 career and contract staff of the United States Fire Administration, a directorate within the Federal Emergency Management Agency (FEMA), Department of Homeland Security of the United States Government. The U. S. Fire Administration is comprised of three divisions of labor: Management Operations and Support Services, National Fire Programs and the National Fire Academy. The directorate is responsible for providing programs and services to the American Fire Service to prevent fire and fire losses; provide research, data collection and analysis; training and professional development; facilitating and coordinating emergency preparedness and response of the American fire and emergency services to national disasters; and management of human capital, facilities and technology at the National Emergency Training Center (NETC), Emmitsburg, Maryland.

## **KELVIN J. COCHRAN**

2008 – 2009

### **Fire Chief, City of Atlanta Fire Rescue Department, Atlanta, Georgia.**

Directed operations of 980 member Accredited Fire Rescue Department which provides fire, rescue and emergency medical services, comprised of 35 fire stations with 3 shifts and 6 battalions, and divisions of labor consisting of: Support Services, Airport Operations and Field Operations to include fire suppression; emergency medical response and; hazardous materials operations, search and rescue; underwater rescue, and a host of public information, public education and public relations programs and services. Responsible for collaboration of homeland security and emergency preparedness initiatives between the City of Atlanta and the Atlanta Fulton County Emergency Management Agency (AFCEMA). Responsible for planning and administration of a 74 million dollar budget.

1999 - 2007

### **Fire Chief, City of Shreveport, Fire Department, Shreveport, Louisiana.**

Directed operations of 600 member Class One Fire Department which provided emergency medical services and ALS transport, comprised of 21 stations with 3 shifts and 5 districts, and divisions of labor consisting of: Emergency Medical Services, Fire Prevention, Training, Maintenance, Communications, Aircraft Rescue and Firefighting and Emergency Operations to include fire suppression; emergency medical response and transport; hazardous materials operations, bomb disposal; search and rescue; underwater rescue, and a host of public information, public education and public relations programs and services. Served as Homeland Security Coordinator; facilitates emergency preparedness initiatives within the City of Shreveport. Responsible for planning and administration of a 47 million dollar budget.

1990 - 1999

### **Assistant Chief Training Officer, City of Shreveport, Fire Department, Shreveport, Louisiana.**

Supervision of three Training Officers; managing Fire and EMS Training Programs for 550 personnel; Director of Basic Training Programs for recruit firefighters; Coordinator/Lead Instructor for management, leadership, and administrative training programs; Performance rating supervisor for new Training Officers and Recruit Firefighters; Respond to 2<sup>nd</sup> alarm and above fires, hazardous materials emergencies, natural disasters, civil unrest, etc.; Chairman of the Shreveport Fire Department General Planning Team and Executive Planning Team.

## KELVIN J. COCHRAN

1985 - 1990

**Training Officer, City of Shreveport, Fire Department, Shreveport, Louisiana**

Implemented and conducted Fire and EMS Training Programs; managed the department Probationary Firefighter Training Station Program; Appointed to the Administrative Disciplinary Review Board; Responded to 2<sup>nd</sup> alarm and above fires, hazardous materials emergencies, natural disasters, civil unrest, etc.; Directed recruiting campaigns; Videographer of audiovisual productions for the department; Fire apparatus operations/emergency vehicle driving instructor/coordinator.

1981 - 1985

**Firefighter, City of Shreveport, Fire Department, Shreveport, Louisiana.**

### EDUCATION

**INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY** (Master of Science), LOUISIANA TECH UNIVERSITY, Barksdale AFB, Bossier City, Louisiana 2004)

**ORGANIZATIONAL MANAGEMENT** (Bachelor of Science Degree) WILEY COLLEGE, Marshall, Texas - 1999.

**GRADUATE** WOODLAWN HIGH SCHOOL, Shreveport, Louisiana - 1978.

### TECHNICAL TRAINING

**DEPARTMENT OF HOMELAND SECURITY (DHS) -FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)**

2010 **Executive Great Manager Program: Gallup University, Washington, D. C.**  
Selecting: Select for Talent; Setting Expectations: Define the Right Outcomes;  
Motivating: Focus on Strengths; Developing: Find the Right Fit; Sustaining and Building Partnerships; Building a Great Place to Work (March)

**Weapons of Mass Destruction Incident Management: Capabilities, Planning and Response Actions: Center for Domestic Preparedness, Anniston, Alabama: ICS**  
Federal Response; Operational Considerations; Evaluating Terrorist Threats; Identifying and Prioritizing Targets; Measuring Capabilities; Incident Response Planning (January)

## KELVIN J. COCHRAN

### UNITED STATES FIRE ADMINISTRATION - NATIONAL FIRE ACADEMY

- 2007 **Long Term Recovery Planning: Sustainable and Resilience Communities:** Holistic Disaster Recovery; Long-Term Community Recovery Planning (LTRP) Process; Determining Project Recovery Values; Policies for Guiding Planning for Post-Disaster Recovery and Reconstruction; The Planning Process (August)
- American Israel Education Foundation (AIEF)-Israel's Homeland Security Mission:** Participated in a mission to Israel to study strategic approaches to homeland security, preparedness and response to terrorist's incidents: anti-terrorism preparedness, security, military, law enforcement, fire and EMS strategies for response and recovery. (February)
- 2006 **PyroMeeting Czech Republic: Preparedness and Response to National Disasters:** Attended the bi-annual gathering of fire and emergency managers in the Czech Republic where leaders from the European Union presented lessons learned from recent disasters. Presented "*America's Response to Hurricane Katrina*". (November)
- 2005 **Unified Command for Multi-Agency and Catastrophic Incidents:** Pre-incident Planning, Incident Management Teams, and Area Command; Unified Command; Emergency Operations Center; FBI Interface with ICS on Terrorism Incidents (August)
- 2004 **Partnering for Fire Defense and Emergency Services Planning:** The Planning Process; Organize and Prepare to Plan; Conduct a Risk Analysis; Develop Fire Defense and Emergency Services Plan; Implementation; Analysis Techniques and Applying Data; Creating Partnerships; Planning Dynamics (March)
- 2001 **Strategic Management of Change:** Introduction to Change Management; The Change Management Model; Managing Change Using the Change Management Model; Leading Change Using the Change Management Model; Personal Aspects of Change Management (August).
- 2000 **Fire Service Executive Development:** Working As a Team; Professional Development; Research; Managing Creativity; Following and Leading; Labor Relations; Organizational Culture; Ethics; Elected Officials and City Managers; Service Quality/Marketing; Legal Issues (August).
- 1999 **Fire Service Executive Leadership:** The Management Process; Developing Self As A Leader; Managing Multiple Roles; Developing Influence Skills; Fostering Creativity and Innovation; Assessing Organizational Culture; Developing Decision-making Skills; Labor Relations (July).

## KELVIN J. COCHRAN

- 1998 **Executive Analysis of Fire Service Operations in Emergency Management:** Emergency Operations; Incident Command System; Community Risk Assessment; Incident Documentation; Capability Assessment; Media Relations; Community Damage Assessment; Emergency Operations Centers; Contemporary Legal Issues for the Fire Service (August).
- 1997 **Organizational Theory in Practice:** Introduction to Organizations; Why Theory?; Planning; The Development of Organizational Theory; Control and Evaluation; Predicting the Future of Your Organization; Leadership and Supervision; Decision-making; Organizational Communication; Project Proposals; Remaining Current (June).
- Managing and Leading Change/Executive Skills Series:** Introduction to Change Management; The Change Management Model; Managing Change Using the Change Management Model; Leading Change Using the Change Management Model.
- 1996 **Training Program Management:** Leadership in Training; Implementing Technologies; Managing the Needs Assessment Process; Financial Management; Evaluation; Personnel Management; Managing Design and Development; Managing Delivery; Marketing for Training;
- 1995 **Executive Planning and Information Management:** Project Leadership; Project Management; Strategic Planning; Analysis; Acquisition; Implementation; Evaluation.
- 1994 **Leadership: Strategies for Company Success:** Decision-making Styles; Problem-Solving I: Identifying Needs and Problems; Problem-Solving II: Solving Problems; Running a Meeting.
- Leadership: Strategies for Supervisory Success:** Situational Leadership; Delegation; Coaching; Discipline.
- Leadership: Strategies for Personal Success:** Managing Multiple Roles for the Fire Officer; Creativity; Enhancing Your Personal Power Base; Ethics.
- 1993 **Fire Service Financial Management:** System Design; Computer Lab; Planning; Budget Preparation; Budget Justification; Budget Administration; Budget Adoption.
- 1992 **Fire Service Leadership and Communication:** Task Oriented Leadership; Relationship Oriented Leadership; SPEECH: Understanding Self and Others; Listening; Personal Image; Anatomy of a Presentation; Delivery of a Presentation; Persuasion; Interviewing; Meetings; Individual Conferences; WRITING: Outlining; Procedural Writing; Correspondence with the Public; Incident Report Writing; Investigation report Writing; Proposals; Job Descriptions; Editing.

## KELVIN J. COCHRAN

**Managing Company Tactical Operations: Preparation:** Roles and responsibilities; Readiness; Communication; Building Construction and Fire Behavior Factors; Pre-incident Preparation.

**Managing Company Tactical Operations: Decision-making:** The Command Sequence; Size-Up; Developing the Action Plan Implementing the Action Plan; The Incident Command System.

1990 **Fire Service Course Development:** Needs Assessment; Task Analysis; Course Design; Development of Course Manuals; Audiovisual Support; Course Evaluation; Course Delivery.

### PROFESSIONAL ACHIEVEMENTS, HONORS & MEMBERSHIPS

First Vice President, International Association of Fire Chiefs (2006-2007)

United States Fire Administration: National Fire Academy – Board of Visitors (2007-2009)

Metropolitan Fire Chief's Association - President (2005- 2006)

International Association of Fire Chiefs (IAFC), Program Planning Committee Chair (2004-2005)

IAFC Health, Safety and Survival Section – Member

IAFC Southwestern Division – Member

Georgia Association of Fire Chiefs – Member

Metro Atlanta Fire Chiefs Association – Member

Louisiana Emergency Preparedness Association – Member

Louisiana Fire Chiefs Association – Member

Louisiana Urban Search and Rescue Commission – Commission Member

Louisiana Emergency Preparedness Commission – Commission Member

## **KELVIN J. COCHRAN**

<b>COMMUNITY INVOLVEMENT</b>
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Shreveport Firefighters Museum – Board

Norwella Council Boy Scouts of America – Vice President: Strategic Planning

Volunteers of America – Vice Chairman

Salvation Army – Board

American Society for Training & Development – Member

Alliance for Education – Board

The Strand Theater – Board

Billy Graham Association: Arklatex Franklin Graham Festival 2005 – Executive Chairman

Billy Graham Association: Greater North Atlanta Franklin Graham Festival 2009 – Board

# City of Atlanta Government

## Estimate of Total Compensation Package

**NAME:** Kelvin Cochran

**POSITION:** Fire Chief

This personalized sheet will provide you with valuable information about your *TOTAL COMPENSATION* package. The figures listed below represent the dollar value of your direct and indirect compensation for one year. This document is only an *estimate* of your total annual compensation based on the proposed salary.

### ***What is your Total Compensation?***

Your *Total Compensation* is more than the salary you see reported on your W-2 each year. The City of Atlanta also makes payments toward benefits, goods and services for you as an employee. Together, your salary and indirect compensation make up your *Total Compensation package*.

### ***Your Proposed Salary, Annualized:***

**\$172,000**

You are eligible for 9 paid holidays annually. Your salary includes the value of those holidays. The *estimated* annual value of holiday pay is 9 times your daily rate of \$662 or \$5,958. Your daily rate is calculated by dividing the proposed annual salary by 260 (actual work days in a calendar year). Your salary also includes the value of your annual leave and sick leave. City employees accrue a minimum total of 12 days of annual and 13 days sick leave each year. Therefore, the *estimated* value of your annual leave is \$7,944. The *estimated* value of your sick leave is \$8,606.

### ***Your Relocation Benefit:***

**\$17,200**

The City of Atlanta will assist you with relocation expenses to Atlanta. Qualified candidates are eligible for payment of expenses up to 10% of the maximum authorized salary. (Invoices are required to qualify for this benefit.) This benefit covers housing and moving costs directly attributable to your relocation.

### ***Your Sworn Fire Pension Plan:***

**\$87,687**

Each payday the City of Atlanta contributes toward your future retirement through a city-sponsored pension program. You also make a contribution to this fund. The City of Atlanta currently contributes 50.98% of your salary towards your sworn fire pension plan. The City's approximate annual contribution, based on your *estimated* annual salary, is valued at \$87,687.

### ***Your Health Care and Dental Care Benefits:***

**\$3,941**

Eligibility for health care benefits is one of the most valued employer-provided benefits. The City health care plans include a POS and HMO. The City pays 70% of the insurance premium of the health plan selected, which ranges from \$3,720 annually for an employee and up to \$12,279 for an employee and family. The employee contribution depends on the health care plan and level of coverage selected. (**Special Note:** The city contribution towards insurance coverage begins on the 91<sup>st</sup> day of employment.)

**Dental Insurance** is an additional optional benefit. The City pays an amount equal to 70% of the insurance premium, which ranges from \$221 annually for an employee up to \$745 for an employee and family. The employee contribution depends on the dental care plan and level of coverage selected.

\* This amount is based on the City's contribution to the POS plan for employee only.

**City of Atlanta Government**  
**Estimate of Total Compensation Package**  
**Kelvin Cochran, Fire Chief**  
Page 2

***Your Life Insurance:*** **\$21**

The minimum amount of life insurance coverage is one times your base salary. The City of Atlanta pays for the first \$10,000 in basic life insurance, at \$21 per employee per year. If you choose this option, you may also enroll in the voluntary supplemental plan and increase your life insurance coverage, in increments of \$10,000, up to three times your annual salary and cannot exceed \$250,000.

***Your Medicare Coverage:*** **\$2,494**

**Medicare:** Since 1986, the City of Atlanta has participated in the Federal Medicare retirement health care program. The City matches your contribution of 1.45% of your *estimated* annual salary. Your *estimated* Medicare benefit is \$2,494 annually.

***Your Other Benefits:*** **\$18,935**

**Transportation:** A car, gas and maintenance are provided for the above-referenced position because the position is considered a 24-hour, 7-day-a-week job. The estimated cost to the City for providing a vehicle is \$8,400 annually. The estimated cost to provide gas for a city-owned vehicle is \$ 4,030. The estimated maintenance cost to the city per vehicle is \$4,600 for a total vehicle benefit of \$17,135 annually. (For IRS compliance, \$1,095 is **added** to your annual gross taxable income.)

**Blackberry Cellular Telephone Service:** Blackberry cellular telephone service is included in this package. The City of Atlanta pays for all "official" calls. The *estimated* average annual value of this service is \$1,200.

**Supplemental Flexible Benefits Plan:**

Under this plan, you can use pre-tax dollars to pay for several different insurance and benefits programs. You may elect up to \$5,000 per year for dependent care reimbursement and up to \$2,500 per year for unreimbursed medical expenses. The following supplemental insurance plans are available: cancer coverage, hospital intensive care, hospital indemnity, accidental/disability, and personal short-term disability.

**Deferred Compensation Plan:** The City of Atlanta provides a "tax deferred" compensation plan, offering a choice of three companies for investment of tax-deferred earnings. An employee may contribute up to \$16,500 annually to this plan (or \$22,000 for employees aged 50 or older or \$33,000 if employee plans to retire in 3 years.).

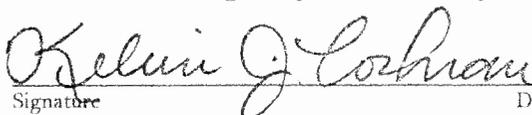
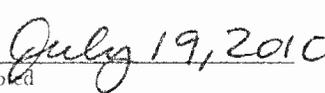
**Atlanta City Employee Credit Union:** The City of Atlanta provides employees with credit union services.

**Savings Bond:** You may purchase United States savings bonds through our payroll deduction plan.

***Total Estimated Compensation Package*** **\$302,278**

When you add it up, your salary is only a part of your overall total compensation package. The value of your *estimated* total compensation package is \$302,278 annually.

This offer is contingent upon a satisfactory background evaluation and assessment.

   
Signature Date Accepted

RCS# 489  
8/16/10  
3:17 PM

Atlanta City Council

REGULAR SESSION

10-C-1361

APPOINT.KELVIN COCHRAN AS CHIEF OF ATL-  
FIRE AND RESCUE  
CONFIRM

YEAS: 13  
NAYS: 0  
ABSTENTIONS: 0  
NOT VOTING: 1  
EXCUSED: 0  
ABSENT 2

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	B Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	B Willis
Y Winslow	Y Adrean	Y Sheperd	NV Mitchell

10-C-1361