
COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES

COLUMBUS, GEORGIA

FIVE YEAR STRATEGIC PLAN 2018-2022

ORIGINALLY ADOPTED MARCH 12, 2002 BY RESOLUTION 014-02

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Contents

EXECUTIVE SUMMARY	3
STRATEGIC PLANNING PROCESS	4
COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES	4
VISION STATEMENT	4
MISSION STATEMENT.....	4
STATEMENT OF VALUES	4
COLUMBUS CONSOLIDATED GOVERNMENT	5
COMMUNITY VISION STATEMENT	5
TYPE OF GOVERNMENT.....	5
COLUMBUS, GEORGIA COMMUNITY PROFILE.....	6
DEPARTMENT BACKGROUND.....	7
DEPARTMENT STAFFING OVERVIEW	7
STANDARDS OF COVER AND RISK ASSESSMENT	8
DEPARTMENT DIVISIONS	9
FIRE PREVENTION	9
OPERATIONS	9
LOGISTICS/SUPPORT	10
TRAINING.....	10
EMERGENCY MANAGEMENT	10
BUDGET.....	11
INSURANCE SERVICES OFFICE.....	13
CAPITAL PROJECTS	13
CURRENT STATION AND EMERGENCY VEHICLE LOCATIONS	13
SUMMARY OF FUTURE CAPITAL IMPROVEMENT PROJECTS	15
ALL HAZARD ALL EMERGENCIES MUTUAL AID AGREEMENT	16
EXTERNAL AGENCY RELATIONSHIPS	16
HISTORICAL DATA 2013-2017	17
STRATEGIC PLANNING PROCESS	17
IDEAS FOR GENERATING REVENUE:	18
STRATEGIC RECOMMENDATIONS:	18
SWOT ANALYSIS	19
STRENGTHS.....	19
WEAKNESSES.....	20
OPPORTUNITIES	20
THREATS.....	20

ASSUMPTIONS FOR PLANNING	20
STRATEGIC PLAN UPDATE	22
2018 AREAS OF FOCUS	24
FOCUS AREA: EMERGENCY SERVICES DELIVERABLES.....	24
FOCUS AREA: ADMINISTRATIVE SERVICES/COMMISSION ON FIRE ACCREDITATION.....	25
FOCUS AREA: LOGISTICAL SUPPORT.....	26
ACCOUNTABILITY	26
FOCUS AREA: OPERATIONS.....	27
ACCOUNTABILITY	27
FOCUS AREA: TRAINING	28
ACCOUNTABILITY	28
FOCUS AREA: RECRUITMENT/RETENTION	29
ACCOUNTABILITY	29
FOCUS AREA: FIRE PREVENTION/COMMUNITY RISK REDUCTION.....	30
ACCOUNTABILITY	30
FOCUS AREA: EMERGENCY MANAGEMENT/ALL HAZARDS ALL EMERGENCY.....	31
ACCOUNTABILITY	31

Executive Summary

Columbus Department of Fire and Emergency Medical Services is internationally accredited and performance driven. The department is results oriented, focuses on customer service, continuous improvement, and the safety and welfare of our customers and employees. The department is committed to protecting life, property and the environment.

The Columbus Department of Fire and Emergency Medical Services' Strategic Plan provides a realistic approach that will effectively guide our department's pursuit of excellence for the next five years. The department's goal is to provide emergency and non-emergency services in an effective, fiscally responsible, and compassionate manner. The strategies to achieve our stated vision in the next five years are as follows:

- ***Utilize and Develop Our Members to Their Fullest Potential***
- ***Maximize Available Resources***
- ***Be Responsive to the Growth of Our Community and the Changing Needs of Our Customers***
- ***Utilize Advancing Technology to Improve Safety and Efficiency***
- ***Encourage members to "Think Out Of The Box" to Address Challenge***

The success of our strategic plan is contingent upon commitment from our elected officials, citizens (customers) and most importantly our personnel. To ensure the effectiveness of the Strategic Plan it will be evaluated annually and adjusted to meet new strengths, weaknesses, opportunities and threats.

While our strategic plan is not based exclusively on funding, several of our goals will require funding from the general operating fund, grants or other funding sources. Additionally, we will capitalize on the diverse talents of our personnel to accomplish the goals that do not require funding.

Jeff Meyer, Chief/EMA Director
Columbus Fire and Emergency Medical Services

Strategic Planning Process

The strategic planning process is conducted annually and includes formalized input from both internal and external customers making the department strategic plan more community-driven.

COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES

Vision Statement

To be a model of excellence by continuing as an innovative leader in meeting the ever-changing needs of our community and setting the example for other departments through professional development, research and technology while encouraging unity and teamwork through the free exchange of ideas both internally and externally.

Mission Statement

The Columbus Department of Fire and Emergency Medical Services is dedicated to the protection of life, property, and the environment by providing professional and courteous services of exceptional quality in the areas of Fire Prevention, Fire Safety Education, Fire Suppression, Advanced Life Support, Basic Life Support, Hazardous Materials Response, Homeland Security/Emergency Management, Fire/Cause and Origin Determination, Investigation, and Rescue at an acceptable cost to the community.

Statement of Values

We, the members of the Columbus Department of Fire and Emergency Medical Services are committed to the following values in our interactions with coworkers and customers:

- Professionalism – In application, appearance and attitude
- Integrity – Demonstrate honesty and fairness
- Compassion – Demonstrate kindness and empathy
- Accountability – Professionally, personally and fiscally responsible for our actions
- Respect – For each other, our Department, the Consolidated Government and our customers
- Diversity – Be open minded and responsive to the uniqueness of our community without regard to race, age, gender, religion or ethnic origin
- Commitment – In all department endeavors
- Teamwork – Encourage unity and a cooperative attitude

Columbus Consolidated Government

The community vision statement for Columbus originates from the City's 2028 Comprehensive Plan and echoes the community's will, expressed during the community involvement process. It is paramount to the strategies and policies outlined in this Plan. The day-to-day decisions of the City over the next 20 years should meet the core ideals of this statement.

COMMUNITY VISION STATEMENT

The City of Columbus will continue to be a unified city in which all work together to achieve common goals and in which individuality and diversity are embraced and respected. It will be a regional center of commerce and culture; a city in which the commitment to growth and economic development is matched by the commitment to the highest quality of life for all citizens.

Type of Government

Columbus, Georgia is a consolidated government, which establishes a single countywide government with powers and jurisdiction throughout the territorial limits of Muscogee County. The Charter of the Columbus Consolidated Government provides for a mayor-council-city manager form of government. The mayor is aided by a city manager that, in the performance of his duties, is responsible to the mayor. The elected mayor, who also serves as the City's Public Safety Director, is a full-time position. The Council consists of ten (10) elected councilor positions of which eight (8) members are elected from established council districts and two (2) are at large elected members.

The Consolidated Government provided by the Charter shall be known as the Mayor-Council-City Manager form of government. The Mayor shall be aided by City Officers, who, in the performance of their duties, shall be responsible and accountable to the Mayor except as otherwise provided in the Charter, by Georgia Law or by Rules of the State Bar of Georgia. Those persons who are deemed to be City Officers are set forth in sec. 4-300 of the Charter, as amended. Section 4-300 states the City Officers of Columbus, Georgia shall consist of the City Manager, the City Attorney, the Chief of the Columbus Police Department, the Chief of the Columbus Fire and EMS Department and the Warden of the Muscogee County Prison, all of whom shall be responsible to and accountable to the Mayor of Columbus, Georgia, except as otherwise provided in the Charter, by Georgia law or by Rules of the State Bar of Georgia.

COLUMBUS, GEORGIA Community Profile

Population in chart is based on 2010 census. As of 2016 the population was estimated to be 197,485.

Sex and Age			Race			Race alone or in combination with one or more other races		
Total Population	191,278	191,278	Total Population	191,278	191,278	Total Population	191,278	191,278
Male	92,086	48.10%	One race	184,623	96.50%	White	94,496	49.40%
Female	99,192	51.90%	Two or more races	6,655	3.50%	Black or African American	90,420	47.30%
Under 5	14,239	7.40%	One race	184,623	96.50%	American Indian and Alaska Native	2,068	1.10%
5 to 9	12,807	6.70%	White	89,502	46.80%	Asian	6,147	3.20%
10 to 14	13,420	7.00%	Black or African American	86,320	45.10%	Native Hawaiian and other Pacific Islander	535	0.30%
15 to 19	15,920	8.30%	American Indian and Alaska	461	0.20%	Some other race	4,977	2.60%
20 to 24	15,851	8.30%	Asian	4,364	2.30%	Hispanic or Latino		
25 to 34	27,343	14.30%	Asian Indian	1,288	0.70%	Total Population	191,278	191,278
35 to 44	23,781	12.40%	Chinese	317	0.20%	Hispanic or Latino (of any race)	12,423	6.50%
45 to 54	25,453	13.30%	Filipino	832	0.40%	Mexican	5,931	3.10%
55 to 59	11,048	5.80%	Japanese	186	0.10%	Puerto Rican	3,496	1.80%
60 to 64	9,219	4.80%	Korean	1,024	0.50%	Cuban	294	0.15%
65 to 74	11,650	6.10%	Vietnamese	191	0.10%	Other Hispanic or Latino	2,702	1.40%
75 to 84	7,715	4.00%	Other Asian	526	0.30%	Not Hispanic or Latino	178,855	93.50%
Over 85	2,832	1.50%	Native Hawaiian and other Pacific	299	0.20%	White alone	83,577	43.70%
			Native Hawaiian	34	0.00%	Black or African American alone	85,175	44.50%
			Guamanian or Chamorro	189	0.10%	American Indian and Alaska Native alone	413	0.20%
			Samoan	50	0.00%	Asian alone	4,202	2.20%
			Other Pacific Islander	26	0.00%	Native Hawaiian and other Pacific Islander	299	0.20%
			Some other race	3,677	1.90%	Some other race alone	272	0.10%
			Two or more races	6,655	3.50%	Two or more races	4,917	2.60%
			White and Black or African	2,108	1.10%	Two races including Some other race	36	0.00%
			White and American Indian	657	0.30%	Two races excluding Some other race	4,881	2.60%
			White and Asian	772	0.40%	Total housing units	82,770	82,770
			Black or African American	446	0.20%			

Department Background

The Columbus, Georgia Department of Fire and Emergency Medical Services is rich in tradition with 190 years of service to the citizens of Columbus, Georgia. With a staff of dedicated professionals, the Department provides high quality community risk reduction, fire suppression, emergency medical, hazardous materials response, and rescue services to the citizens and visitors of Columbus from fourteen (14) locations throughout the City.

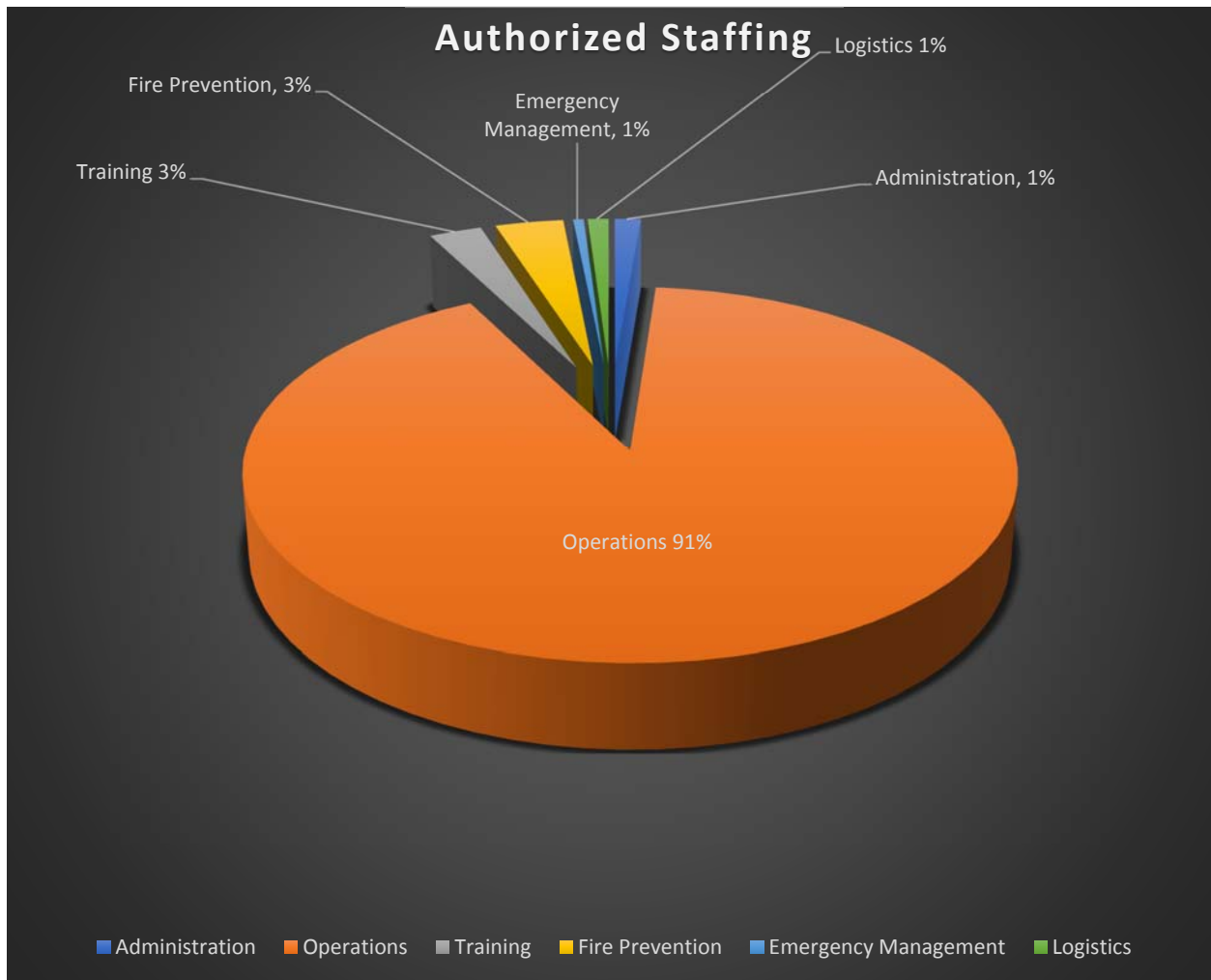
The Department is currently organized into five (5) divisions: Fire Prevention, Operations, Logistics/Support, Emergency Management, and Training. The Chief of Fire and Emergency Medical Services serves as the Chief Administrative Officer and is responsible for the overall operation of the Department. The Chief reports directly to the Mayor who serves as the Public Safety Director.

The City of Columbus has a Class 1-1x Public Protection Classification through the Insurance Services Office (ISO) rating and the Department has achieved International Accreditation through the Center for Public Safety Excellence. The Department currently operates a total of 31 units. Total number or percentage of personnel who are currently medically certified in operations is 331 (97%). In 2002 the department began training personnel at the EMT-I level and in 2013 AEMT. The department began providing paramedic training in 2006 and in 2017 completed the accreditation process for the paramedic program. The department is striving to achieve a response model that includes at its core personnel certified to render the most advanced level of emergency service to the citizens and visitors of Columbus, Georgia.

As the City continues to grow there will be an increase in risks and demand for emergency services. This growth may require deployment of additional facilities, emergency equipment and staffing to effectively meet the community's need for emergency services.

Department Staffing Overview

The Department of Fire & Emergency Medical Services is authorized 384 total positions, 375 fulltime-sworn positions, 2 civilians, and 7 clerical positions. The Department maintains 14 stations and 4 support facilities located throughout the City. With a coverage area of approximately 220 square miles, in 2107 the Department responded to over 38,000 emergency alarms. This represents an increase of 21.85% since 2011.



STANDARDS OF COVER AND RISK ASSESSMENT

This document is provided to serve as Columbus Fire and EMS Standards of Cover. The purpose of this document is to define the level of service based on a comprehensive study of the department’s historical performance, community risk factors and expectations, and existing and proposed deployment strategies.

The overall assessment evaluated the department’s ability to provide adequate resources to respond to an “all-risk” environment including fire and non-fire incidents such as emergency medical, hazardous material, technical rescue, and disasters both natural and manmade.

The methodology used was a systems approach to deployment rather than the one-size-fits-all prescriptive formula. An evaluation was conducted to match local needs or risks and expectations with expected outcomes. The data contained in this Standards of Response Coverage Plan should provide the leaders of Columbus Consolidated Government with the

information necessary to understand and make decisions upon an effective delivery system for an “all-risk” environment.

DEPARTMENT DIVISIONS

Fire Prevention

- Fire Prevention is responsible for the enforcement of life safety codes, issuance of permits, and plan review for suppression/detection systems, flow tests, new hydrant placement, and conducts life safety inspections. They are involved with numerous fire and life safety initiatives that improve the safety of our citizens. These programs include the following: Free Home Safety Survey, Residential Carbon Monoxide Checks, School Fire Safety Education, Juvenile Fire Setter Program, Free Smoke Alarm Installation, and Community Improvement Projects. The Division utilizes a Mobile Fire Safety House trailer to enhance the Public Fire Education Program in the schools.
- The division maintains a Georgia certified law enforcement agency. This division also investigates fires for origin and cause. The division is responsible for coordinating with the District Attorney’ Office for the prosecution of fire related criminal activity and responds to customer inquiries and complaints. The division is aided by an Accelerant Detection K-9.

Operations

- The Operations Division is responsible for delivering fire suppression, emergency medical services, and specialized rescue services to include hazardous materials emergency response, confined space rescue, trench rescue, and water rescue/recovery to the community. The division has a total staff of 348 sworn personnel and 1 clerical position. The City is divided into 3 battalions with a minimum of 94 personnel on duty per shift. Personnel work a 24/48-hour work schedule. The Division responds multiple units to the majority of approximately 57,000 emergency responses annually. The division operates from fourteen stations which, house a total of thirteen engines, six quints, three command vehicles, two squad companies, one Georgia Search and Rescue (GSAR) heavy rescue unit, and twelve advanced life support ambulances (six operated by private ambulance services).
- The division has Infrared Imaging systems on every Engine, Ladder and Squad throughout the department. Each apparatus is equipped with an Automatic External Defibrillator and a full complement of Medical First Responder equipment.
- Ambulances are supplied with the required Georgia Department of Human Resources equipment.

Logistics/Support

- The Logistics/Support Division is responsible for the budget process to include research/development, procurement, bid specifications, and ensuring the efficient repair/replacement of all emergency equipment assigned to the department. The division works closely with other city departments to ensure the efficient repair of the department's facilities and vehicles. The division supplies fourteen stations and four support facilities with emergency and non-emergency equipment and is responsible for all records pertaining to the repair/replacement of all personal protective equipment to include the required testing, repair, and replacement of self-contained breathing apparatus. The division provides rehabilitation services at emergency incidents and is responsible for issuing uniforms and personal protective equipment to all sworn personnel.

Training

- The Training Division conducts and coordinates all department training activities including but not limited to recruit training, fire suppression, emergency medical, rescue, officer development and other training programs as necessary to meet established state and federal mandates each year. The division is responsible for ensuring that all department members meet the requirements as set forth by the National Fire Protection Association (NFPA), Insurance Services Office (ISO), Georgia Firefighter Standards and Training, Columbus Consolidated Government, Georgia Department of Human Resources, and the internal requirements of the Department of Fire and Emergency Medical Services.

Emergency Management

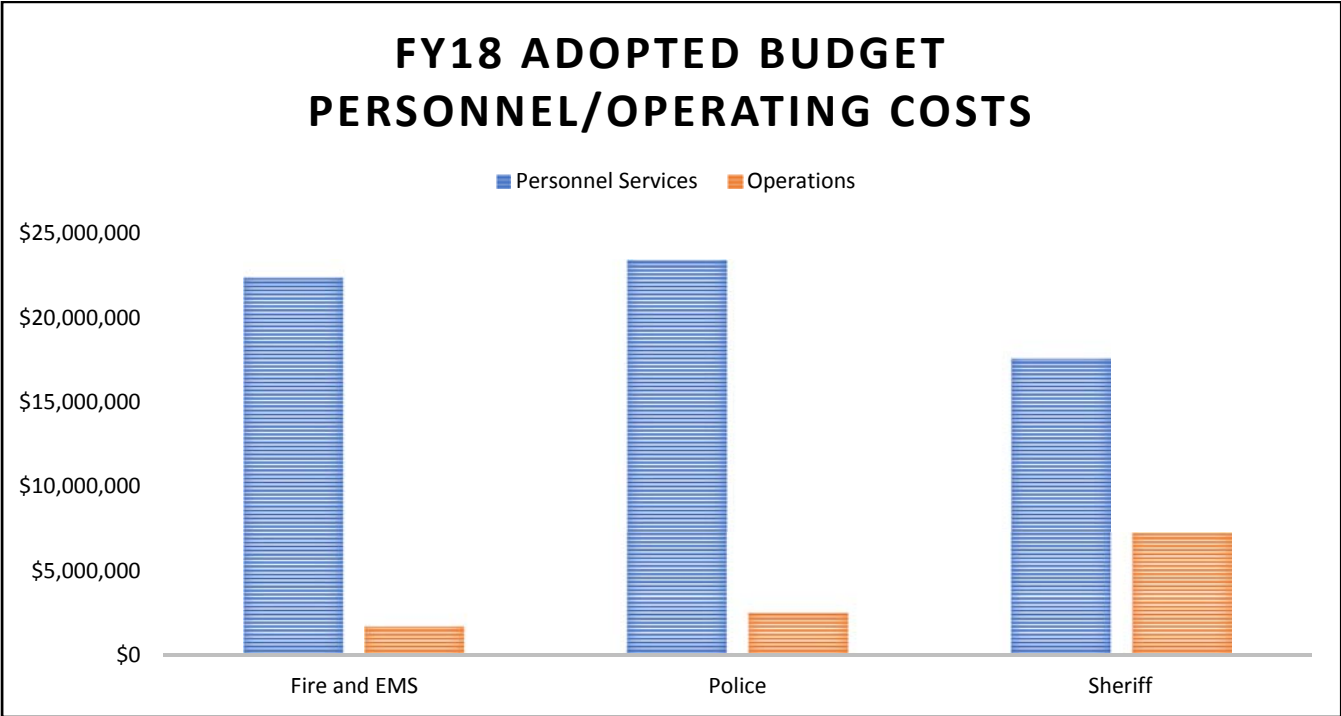
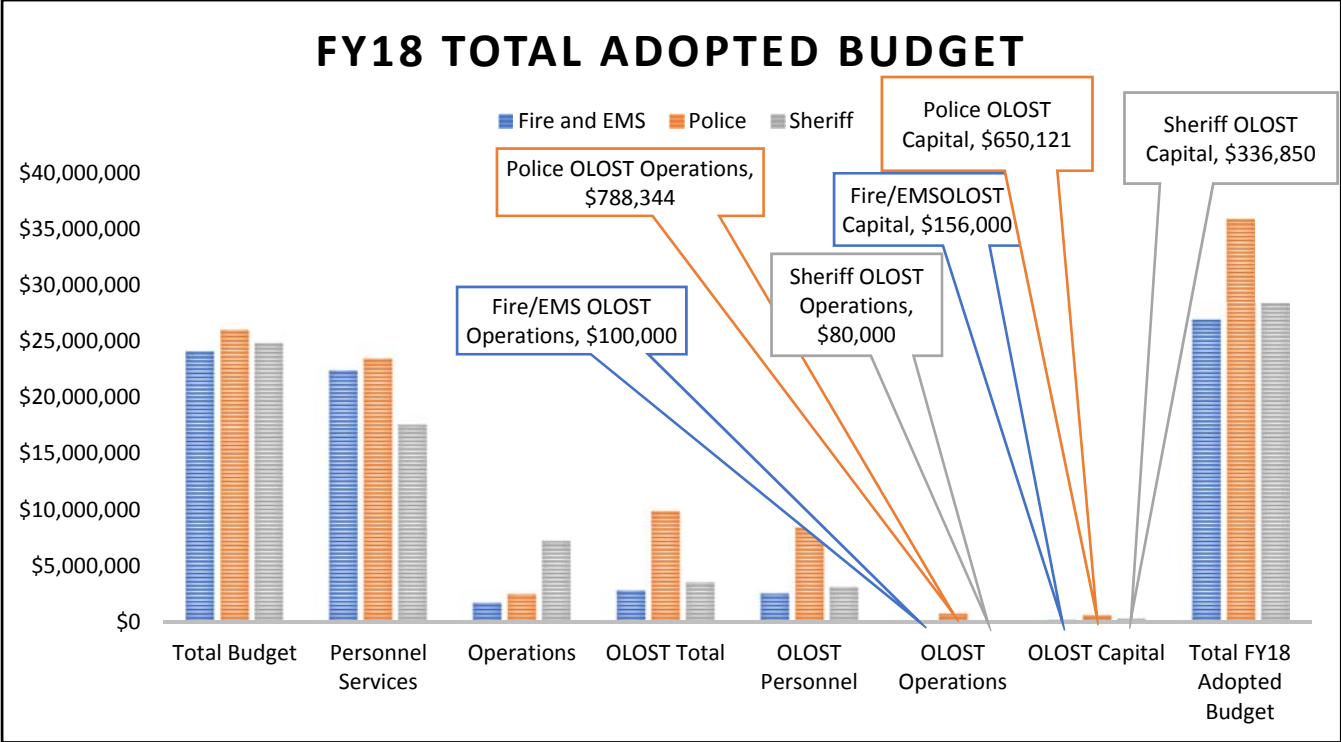
- The Emergency Management Division is charged with the responsibility of producing, distributing and maintaining all comprehensive emergency plans for the City of Columbus, Georgia. Part of this responsibility is to provide training and exercises that clearly demonstrate each department's and agency's responsibilities within the City and to identify staffing, training, and resource gaps that may limit the effectiveness of mitigation, response, and recovery activities following a major disaster or emergency within this jurisdiction. The Division further is charged with coordinating the response of not only local resources but also state, federal, volunteer, and ancillary resources to emergencies or disasters in the categories of natural, manmade, or technological hazards within the City.
- The Division maintains the City's Emergency Operations Center, all communications equipment and resources that would be utilized to efficiently manage a large-scale emergency or disaster. Implement the command and control functions for political

leadership and City department directors of the public safety departments and general government. To support this function the Division operates and maintains the City's Mobile Command Vehicle that is equipped to support field operations at the scene of emergencies or disasters.

- The Division maintains and delivers training programs and public information to the general population within this jurisdiction with regards to emergency preparedness and citizen's response to better insure the safety of the citizens of this City.
- Emergency management involves preparing for disasters before they occur through citizen preparedness, training, disaster response (e.g. emergency evacuation, quarantine, mass decontamination, etc.), as well as supporting, and rebuilding after natural or human-made disasters have occurred. In general, emergency management is the continuous process by which all individuals, groups, and communities manage hazards in an effort to avoid or lessen the impact of disasters resulting from the hazards. Actions taken depend in part on analysis of risk to determine the priorities for applying resources to those hazards that will most likely affect a given region or population.
- The local Emergency Management Division insures that the City of Columbus is eligible for disaster re-imburement and for federal grant funding by meeting all requirements established by federal and state governments. The City remains eligible for federal funding by insuring compliance with the requirements of the National Incident Management System. An example of this is the re-imburement received by the City of Columbus for overtime, vehicle costs and other costs associated with the response to the March 1, 2007 tornado incident totaled \$777,665.

Budget

The Department is funded through the Columbus Consolidated Government's General Fund Budget. The Department's fiscal year 2017 approved budget including OLOST was **\$30,548,373.**



Insurance Services Office

The City (Fire/EMS, 911 Dispatch and Columbus Water Works) were re-evaluated by the Insurance Services Office (ISO) in March of 2017. The new public protection classification of 1-1x became effective September 1, 2017.

Capital Projects

The passage of the Other Local Option Sales Tax in July 2009 provided the funding mechanism for land acquisition and construction for replacement of station 9 and new training facility. The construction of Station 9 and the training facilities were completed July 2017.

Planning:

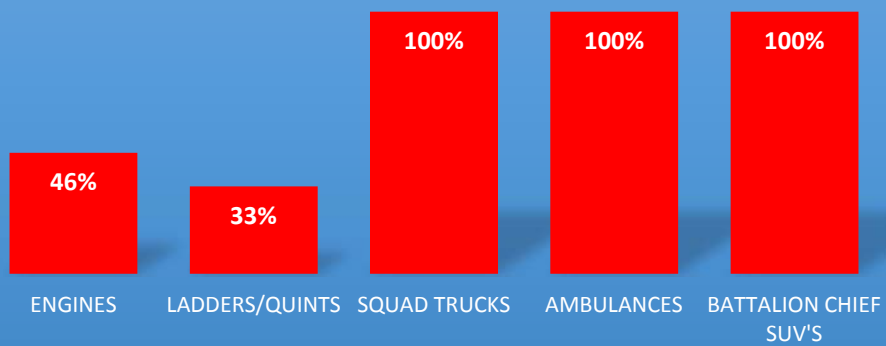
- Gutters for pavilion should begin March 2018
- Parking lot asphalt at training facility begin March 2018
- Any proposed additional stations and unit assignments will be determined annually based on statistical data from the population densities, heat maps and the department's benchmark and baseline standards.

Current Station and Emergency Vehicle Locations

2018

Station Locations	Units Assigned
Station One – 10 th Street	B1, E1, L1, M1, R-1, R-2, R-4
Station Two – 33 rd Street	E2, M2, RE-2, Fire Safety House
Station Three- American Way	E3, M3
Station Four – North Oakley Drive	E4, L4, M4
Station Five – Lynch Road	E5, M5, RE5
Station Six – Brown Avenue	E6, L6, M6, M12, S6, D6
Station Seven – Buena Vista Road	E7, M7
Station Eight – Whitesville Road	E8, L8, M8, B2
Station Nine – Macon Road	E9, M9, RE9, GSAR
Station Ten – Benning Drive	E10, L10, M10, M16
Station Eleven – Warm Springs Road	E11, S11, M11
Station Twelve- Cargo Drive	L12, B3
Station Fourteen – Old River Road	E14, Command Bus
Station Fifteen – McKee Road	E15, RL15
Logistic Support – 3 rd Ave	RM-1, RM-2, RM-3, RM-9

Percentage of Emergency Vehicles Replaced (2016-2017)



Summary of Future Capital Improvement Projects

Project Cost per Unit

Equipment/Maintenance

Project	Qty	FY 2018	Qty	FY 2019	Qty	FY 2020	Qty	FY 2021	Qty	FY 2022	Qty	FY 2023
Protective Clothing	150	\$270,000.00							100	\$180,000.00	200	\$360,000.00
Mobile Data Terminals	18	\$126,000.00										
Cardiac Monitor/Defibrillators	10	\$350,000.00										
Security systems	6	\$9,900.00	9	\$14,850.00								
SCBA Cylinders	2	\$4,400.00	12	\$50,400.00	34	\$149,600.00	7	\$31,500.00	28	\$128,800.00		
Rescue Airbags			10	\$13,920.00								
AED's			12	\$26,400.00								

Emergency Vehicles (Cost/Vehicle with equipment)

Project	Qty	FY 2018	Qty	FY 2019	Qty	FY 2020	Qty	FY 2021	Qty	FY 2022	Qty	FY 2023
Emergency Watercraft					2	\$41,800.00						
Engines	3	\$1,800,000.00	3	\$1,800,000.00	1	\$600,000.00						
Quint	1	\$1,000,519.30	1	\$1,150,600.00	1	\$1,265,656.70	1	\$1,265,656.70				
Ambulances			4	\$1,000,000.00	2	\$500,000.00						
Command Vehicles									3	\$145,687.50		
Trucks 4X4	6	\$180,000.00										
Staff Vehicles	5	\$150,000	7	\$175,000.00							2	\$50,000.00
Totals Per Year	200	\$2,890,300	57	\$3,080,570	39	\$1,291,400	8	\$1,297,157	131	\$454,488	202	\$410,000

* Each fiscal year projects that are not implemented will continued to be needed. ** As projects are completed they are removed from the list

All Hazard All Emergencies Mutual Aid Agreement

The Department maintains all hazard/all emergencies mutual aid agreements with local, state and federal agencies to provide for additional assistance and resources to this jurisdiction in the event of a disaster. These agreements are reciprocal in scope and clearly define the Department's responsibilities, limitations and liabilities in the event these agreements become activated. The Department currently maintains all hazard/all emergencies mutual aid agreements with all contiguous Fire and EMS departments and county governments. The Department is also a member agency of the Georgia Mutual Aid Group and is designated as Georgia Search and Rescue (GSAR) Task Force 4A. These agreements have been adopted by the governing authority and signed by the Mayor.

Through these agreements the Department has immediate access to additional equipment and staffing to respond to and mitigate major emergency situations in the most cost efficient manner possible. The agreements are mutually beneficial to Columbus and the surrounding communities.

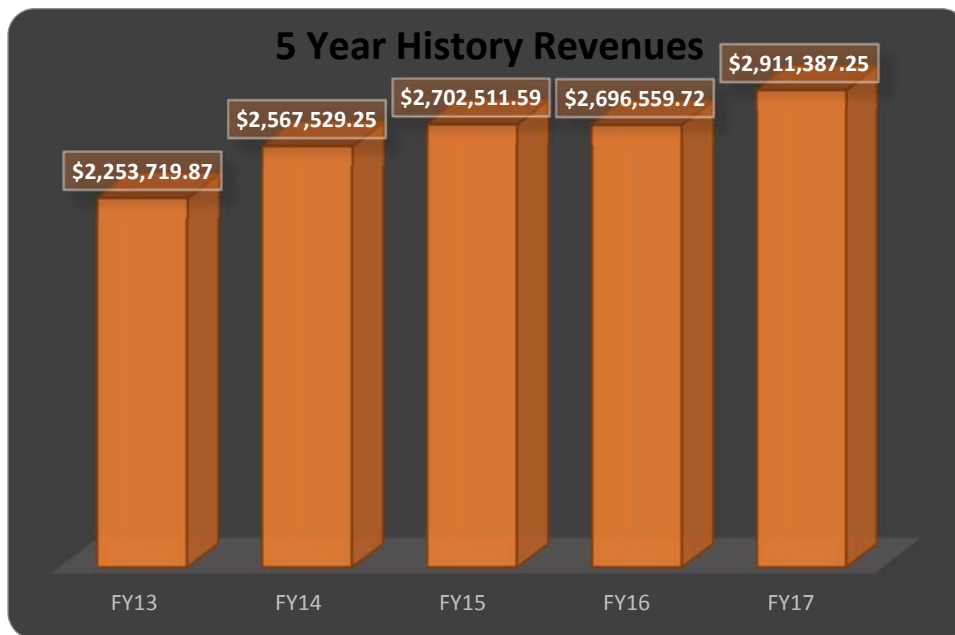
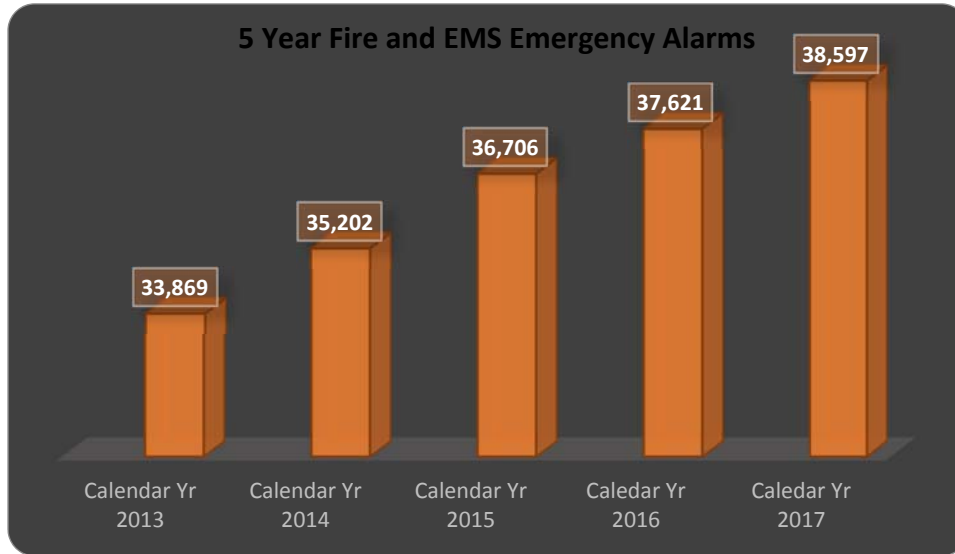
The Department does not maintain an automatic aid agreement with any agency. This is due primarily to the fact that the surrounding departments are either not strategically located or staffed to respond within our jurisdiction in a timely manner.

External Agency Relationships

An integral part of the Department's success in meeting the needs of our citizens is our relationship with external support agencies. These agencies function as partners in our effort to provide quality emergency service to the community. These partners include but are not limited to the American Red Cross and Salvation Army.

The Red Cross and Salvation Army work closely with the Department in meeting the critical needs of families who have lost their home due to fire or other emergencies. The Red Cross provides temporary shelter and other resources for families during crisis situations. The Salvation Army is available on long term operations to respond and provide emergency responders support by providing meals and drinks.

Historical Data 2013-2017



Strategic Planning Process

A key element of the CFEMS’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community. The department regularly attends and responds to questions generated by the community about the department at the quarterly Mayor’s community outreach meetings called “Let’s Talk with the Mayor”. The department, during its strategic planning meetings, asked representatives from the community to participate in meetings

which would focus on their needs and expectations of the agency. The discussions centered not only on the present service programs provided, but also on priorities for the future.

The department personnel work sessions were conducted over the course of nine days. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on the Columbus Fire and EMS's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the department personnel in attendance.

The two lists below were generated by community and department stakeholders:

Ideas for generating revenue:

- Patient care reports need to have all required information on them to ensure maximum payment
- Bill outside agencies for the usage of the drill tower
- Update fee schedules
- False Alarm billing (make sure correct incident type is used)
- Fire Lane Violations
- Initial charge for a new business inspection
- Seek out Grant Opportunities
- Attach passed due ambulance bills to the water bill
- Bill for non-transport (vital signs, blood sugar etc.)
- Private hydrant inspection
- Bill more for hazmat cleanups
- Bill for rescue calls
- Replace the private ambulances with city ambulances
- Offer Training Classes to outside agencies
- Charge for Pre-fire Planning

Strategic Recommendations:

- Mentors for younger employees
- Succession planning
- Grant writer class
- Community paramedicine
- Changes to EMD protocol usage
- Web conferencing (reduce vehicle fuel and maintenance costs)
- Train personnel on all disciplines
- Have EMS Coordinator go to repeat patients to cut down on calls
- QRV concept and use current ambulance personnel
- Mandatory Advance EMT prior to hiring

- Rotate trucks to reduce maintenance costs
- Have a vehicle from the shop come to the stations to fix minor issues
- Logistics deliver EMS supplies
- Fire and EMS Dispatchers
- Fort Benning Diesel Shop Agreement
- Maintenance Program
- Swap out Medics and EMTs when fatigued
- Educate the public on EMS calls

SWOT Analysis

On January 24, 2018, members of the department performed a Strength, Weakness, Opportunity and Threat (SWOT) analysis to determine any inside or outside forces having an effect on achieving our vision and mission. To accomplish a vision and mission, an accounting of certain variables that may be positive or negative; presently and in the near future that may affect departmental operations. In conducting the analysis, the members discussed:

S-strengths **W**-weaknesses **O**-opportunities **T**-threats

Focus questions: What service delivery trends can be identified which can impact our “customers” in the near future and what will we need to prepare? What are the major challenges our Department will face in the coming years? Can we identify the factors that may inhibit or strengthen achievement of our vision, particularly finances [budget]? To what extent can we restructure or combine efforts to maximize our productivity? Can changes be made in our organizational structure, utilization of resources, or financing, to eliminate weaknesses or threats and maximize opportunities and strengths? Members of the committee determined the following areas for a basis of review in the department’s strategic planning:

Strengths

- Talented, diverse, motivated and experienced personnel
- Excellent Statewide reputation
- Internationally Accredited Agency
- Fleet and equipment
- Fire ground Operations
- Fire safety due to fire codes
- Equipped to respond to technical rescue, dive, hazmat incidents
- Training division
- Employee morale
- Fire Safety House
- Training Complex
- Training for swift water venue

Weaknesses

- Employee compensation
- Projected retirements cause loss of experience
- Funding availability for maintenance of specialized equipment
- Officer development
- Four training locations
- Consistency of operations/communications among the three shifts
- General quality assurance review (Fire Reports and Patient Care Reports)
- Length of Firefighter/EMS Training
- Length of Paramedic Training
- Reliance on Private EMS providers
- Lack of sufficient specialized IT support
- Lack of sufficient personnel in Fire Prevention (Public Education)

Opportunities

- Strategic Planning
- Encourage PPE use to combat flu, reduce sick incidents (Hand washing and hand sanitizers)
- Use health/wellness program to reduce sick incidents
- Grant availability for various programs
- Positive contact with citizens – Customer Service
- Emerging Technologies
- Hiring process

Threats

- Turnover / Retirements
- Increased likelihood of infectious biohazard contact
- Increased likelihood terrorist incidents
- Financial costs of sick leave
- Financial costs of overtime
- Increased call load, decreased training time availability
- Changing service needs due to development, redevelopment, and demographics
- Cost of updating technology
- Multiple reporting systems
- Changes in federal funding (Medicare, Medicaid etc.)
- Ambulance wait time at emergency rooms

Assumptions for Planning

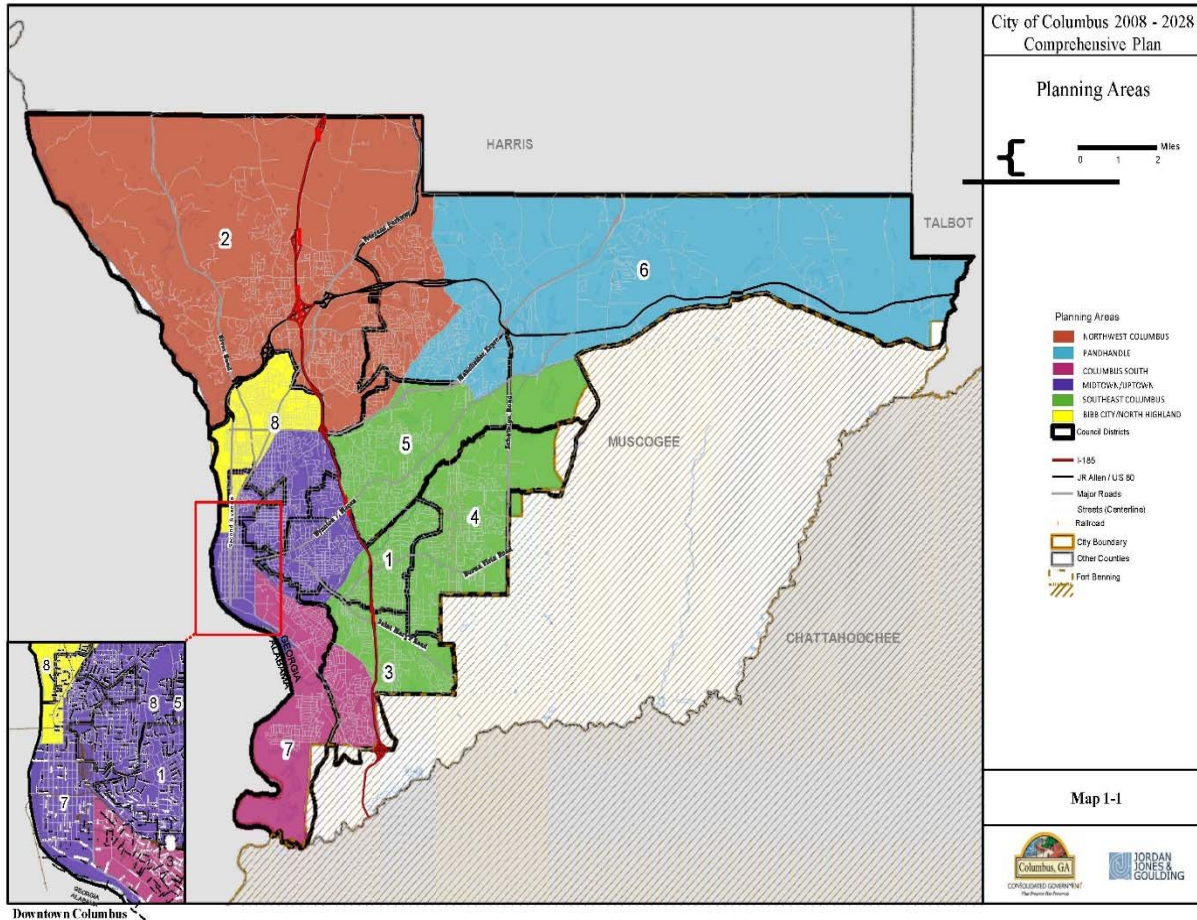
- Various areas of the county will experience population density changes
- Economic Development of South, North and Northeast of the city will continue to increase
- Requests for Fire and EMS emergency assistance will continue to increase
- Equipment and vehicle repair/replacement needs will increase

- Department will maintain International Accreditation
- Department will maintain Insurance Services Office (ISO) Public Protection Classification (PPC) of 1-1x
- The Department serves an incorporated area of the community with a population of 197,485 residents
- Columbus is the retail hub of a Metropolitan Statistical Area (M.S.A.)
- Additional resources (facilities, staffing and equipment) will be required to meet the future emergency/non-emergency needs of the community.
- Mutual Aid All Hazards/All Emergency Agreements will remain in place with surrounding jurisdictions.
- The affordable health care act and the need for pre-hospital emergency care will continue to increase as the age of the population increases.
- The critical shortage of certified Paramedics will remain consistent with the national trend. The Department will continue to address the shortage of Paramedics by conducting in-house Paramedic Certification classes.
- Department will obtain paramedic program accreditation (Waiting on final decision from Commission on Accreditation of Allied Health Education Programs (CAAHEP))
- Several national and international companies maintain their headquarters in Columbus, Georgia including TSYS and AFLAC.
- Based on historical data the City of Columbus may sustain a significant weather event causing serious property damage that will tax City resources.
- National Homeland Security initiatives will continue being developed, thus requiring local Government's involvement and implementation to remain eligible for preparedness funding.

The City of Columbus Comprehensive Plan utilizes six (6) planning zones (a group of contiguous census tracts) for planning purposes. The distribution of new population and housing across the six Planning Areas of Columbus is an important issue that influences the need for land use change and public facilities. The spatial distribution of growth also influences the cost of public services in the long run.

In order to discuss the relevance of where growth occurs throughout Columbus, two scenarios were posed. In the first, Suburban Growth Scenario, it was assumed that growth would continue to follow the availability of vacant land into outlying areas of the city. In this case, over 80 percent of the new housing in Columbus would likely occur in the two Planning Areas that are the most remote from the central business district — Northwest Columbus and the Panhandle.

In Scenario Two, it was assumed that the City would strongly encourage revitalization of in-town neighborhoods through rezoning actions, public improvements, and financial support for redevelopment activities. Scenario Two assumed that the Panhandle and Northwest Columbus would receive 30 percent of new growth while the bulk of the new growth (70 percent) would occur through infill and redevelopment of land in Southeast Columbus, Midtown, Bibb City, and Columbus South.



Strategic Plan Update

January 2018

The Department of Fire and Emergency Medical Services has made great strides in accomplishing the goals and objectives stated in previous Strategic Plans. This update shall serve as notification of the improvements and subsequent evaluation of future needs. Please review the following accomplishments:

- Station 11 remodeled
- Stations 2, 3, 7, 9, 10, 12, 14, and 15 completed
- Five story drill tower, control room, and pavilion completed July 2017
- From 2002-2017 the department has purchased two quints, nine engines, eleven ambulances, 3 Battalion Chief Command vehicles, GSAR vehicle, special operation team truck and a hazardous materials truck
- International Accreditation achieved in 2002 and reaccreditation in 2007 and 2013. Annual Compliance Report has been approved annually
- Thermal imaging units assigned to all fire response emergency vehicles
- Cancer reduction PPE hood replacement program in place

- The department in conjunction with our promotional process vendor will be developing new job descriptions by July 2018
- Mobile Data Terminal/Automatic Vehicle Locator (MDT/AVL) installation completed
- Grants approved totaling approximately \$6,800,000
- Fire Safety House purchased (Dec 2010)
- All emergency apparatus are designated as Advanced or Basic Life Support
- In-house EMT and Paramedic training program
 - 100% of sworn personnel are Medical First Responders, EMT's, EMT-I's, AEMT's or Paramedics
- Emergency Operations Plan and Hazard Mitigation Plan updated and waiting approval by GEMA/HS/FEMA
- Submitted and had approved by the Georgia Emergency Management Agency/Homeland Security the Debris Management Plan, the Commodities Distribution Plan, and the Donated Goods and Volunteer Management Plan
- Trained a sufficient number of city employees for a Damage Assessment Team required by GEMA/HS
- Georgia Search and Rescue Team established through grant funding to provide Technical Search and Rescue capabilities for region
- Swift water rescue team established and trained for longest urban white-water course
- Joined International Association of Women in Fire and Emergency Services
- Submitted documentation required to become a certified Emergency Management Agency
- Largest donor of Paint the Town Pink for breast cancer awareness
- Enhanced public outreach through social media (Facebook, Instagram and Twitter)
- Improved department communication through online policy and review software

2018 AREAS OF FOCUS

Focus Area: Emergency Services Deliverables

Goal: To increase the effectiveness of emergency services deliverables by providing training opportunities and resources to all personnel.

Objectives & Performance Measures	Timeframe	Status	Accountability
A. To continue cross training of department personnel to maintain full complement of Advanced Life Support and Basic Life Support units	Continuous	Ongoing	Smith
1. Conduct State Certified Firefighter training and Advanced EMT (AEMT) training courses during initial training	Annually	Ongoing	Carter
2. Offer and conduct AEMT training to all remaining firefighters.	Annually	Ongoing	Carter
3. Conduct in-house Paramedic training courses	Continuous	Ongoing	Carter
4. To establish a recruiting plan for future paramedic instructors	3 Months	Planning	Smith
B. To increase the number of personnel available to respond to and mitigate Haz Mat and Rescue emergencies by providing training for current employees.	Continuous	Ongoing	Morris
C. To increase efficiency by exploring opportunities of implementing an officer development program.	12 Months	Planning	Smith
D. Review methods to comply with new EMS Training Accreditation standards	Continuous	Ongoing	Carter

Focus Area: Administrative Services/Commission on Fire Accreditation

Goal: To meet or exceed the Commission on Fire Accreditation International, Inc. requirements for accreditation.

Objectives & Performance Measures	Timeframe	Status	Accountability
A. To analyze data collected for the purpose of evaluating performance and formulating decisions related to the deployment of department resources.	Continuous	Coordination	Higgins/Harrell
1. Appropriate data analysis files to track relevant data	Continuous	Continuous	Harrell
a. Alarm Handling			
b. Turn-Out Time			
c. Travel time for all resources responding to fire, medical, technical rescue and hazmat calls			
d. Pre-Fire Planning Inspections			
e. Hydrant Inspections			
f. Emergency vehicle out of service information			
B. Standards of Cover & Risk Assessment will be reviewed annually	Annually	Planning	Harrell/Higgins
C. Strategic Planning Sessions	Annually	Planning	Staff
D. Self-Assessment updates	Continuous	Continuous	Staff
E. Training on MDT	Annually	Ongoing	Smith
a. All emergency units to utilize the MDT to track response data	Continuous	Ongoing	Higgins/Harrell
F. Conduct customer service surveys for emergency responses.	Annually	Planning	Higgins/Harrell
G. Conduct employee forums.			

Focus Area: Logistical Support

Goal: To meet the Department's standard of cover by providing adequate facilities, staffing, appropriate equipment, and reliable apparatus.

Objectives & Performance Measures	Timeframe	Status	Accountability
A. To develop a comprehensive preventative maintenance program for emergency vehicles with fleet maintenance quarterly	Intermediate	Ongoing	Harrell
B. To develop a comprehensive vehicle and equipment replacement plan.	Long Term	Planning	Kinzalow
C. Track vehicle out of service time for repair	Annually	Ongoing	Kinzalow
D. To review response data to determine the need for new station and equipment locations	Annually	Ongoing	Harrell
E. To purchase apparatus sufficiently equipped to meet ISO, NFPA and Georgia Department of Public Health	Long Term	Planning	Higgins
F. To purchase ambulances sufficiently equipped to meet Georgia Department of Public Health	Long Term	Planning	Higgins
G. To wash/inspect/clean personal protective equipment biannually	Bi-Annually	Ongoing	Kinzalow
H. To ensure SCBA and Cascade air cylinders are inspected as needed annually	Ongoing	Annual	Kinzalow
I. To ensure all personnel have SCBA fit testing completed annually	Ongoing	Annual	Kinzalow
J. To ensure all SCBA units have Posichek testing is completed annually	Ongoing	Annual	Kinzalow

Focus Area: Operations

Goal: To provide safe, effective and efficient response, quality patient care, mitigation, and limited remediation of all emergency situations.

Objectives & Performance Measures	Timeframe	Status	Accountability
A. To ensure the most efficient, effective, and safe response is made to all emergencies.	Short Term	100%	Battalion Chiefs
B. To track and analyze response data.	Short Term	Ongoing	Streeter
1. To ensure turnout time is less than 60 seconds 90% of the time for medical & Hazardous Materials responses.	Short Term	90%	Battalion Chiefs
2. To ensure turnout time is less than 80 seconds 90% of the time for fire and special operations	Short Term	90%	Battalion Chiefs
3. The service level objectives for fire/special operations and medical responses are to have the initial responding fire apparatus to arrive within four (4) minutes travel time 90% of the time and the initial full alarm assignment to arrive within eight (8) minutes & 90% of the time. (Urban Population Densities)	Short Term	90%	Battalion Chiefs
4. To conduct quality assurance reviews of pre-hospital emergency medical care is consistent with an established Quality Assurance Plan.	Short Term	100%	Woods
5. To ensure all hydrants are inspected and the information recorded annually.	Short Term	Ongoing	Battalion Chiefs
6. To ensure pre-fire planning is conducted and the information recorded annually.	Ongoing	Ongoing	Battalion Chiefs
7. To ensure the testing of all hose is conducted and recorded annually.	Ongoing	Ongoing	Battalion Chiefs
8. To provide the most current technical rescue and biological/chemical equipment to safely meet all Federal, State, and local guidelines.	Ongoing	Ongoing	Morris/Streeter

Focus Area: Training

Goal: To provide safe and quality training to all department members that will meet or exceed all levels of required training for Insurance Services Office and Federal, State, and Local government standards and to create an environment that will encourage members to maintain a positive attitude.

Objectives & Performance Measures	Timeframe	Status	Accountability
<p>A. To successfully complete all mandated annual certification and recertification training for all sworn department personnel as follows:</p> <ol style="list-style-type: none"> 1. Hazardous Materials 2. Cardiopulmonary Resuscitation (CPR) 3. ACLS bi-annual Recertification Training for Firemedics 4. Pumper and Aerial Operations 5. Defensive Driver Training 6. Infection Control 7. Emergency Medical Training 8. Firefighter Recruit Training NPQ 9. Mutual Aid Training 10. Rescue (High Angle, Swift Water, Confined Space, etc.) 11. NIMS Training 	Ongoing	Annual	Smith/Staff
<p>B. To provide a schedule and course of study that will enable each certified structural firefighter to meet annual ISO training that include:</p> <ol style="list-style-type: none"> 1. 18 hours Company Drills 2. 16 hours monthly In-House Training (totaling 192 In-House Station Training Annually) 3. 12 hours Officer Leadership Training 4. 12 hours Old Driver and Operator Training 5. 60 hours New Driver and Operator Training 6. 6 hours of Hazmat/ Radioactivity Training 	Ongoing	Annual	Smith
<p>D. To provide a schedule and course of study for all Georgia State Certified firefighters in the department that will enable them to complete Georgia Firefighter Standards and Training Council requirements.</p>	Short Term	Monthly	Smith
<p>E. To provide a schedule and course of study for all certified EMT's and Paramedics in the department that will enable them to complete State requirements for bi-annual recertification.</p>	Short Term	Monthly	Smith
<p>F. To ensure all aerial and ground ladders are tested annually.</p>	Ongoing	Annual	Smith
<p>G. To ensure all apparatus are pump tested annually</p>	Ongoing	Annual	Smith

Focus Area: Recruitment/Retention

Goal: To recruit, employ, and retain a professional and diverse workforce.			
Objectives & Performance Measures	Timeframe	Status	Accountability
A. To develop and implement a recruiting program:			
1. To establish a pool of qualified candidates that reflects the diversity of Columbus.	Intermediate	Ongoing	Higgins
2. To initiate a dialog with local colleges, universities, and high schools concerning CFEMS employment opportunities.	Intermediate	Planning	Smith
3. To communicate CFEMS employment opportunities by participating in area job fairs.	Short Term	Ongoing	Smith
B. To provide opportunities to increase the Candidate Physical Ability Test (CPAT) pass rate.			
1. Encourage prospective candidates to participate in Candidate Physical Ability Test practice opportunities.	Short Term	Ongoing	Smith
2. To communicate CPAT testing opportunities to prospective candidates.	Short Term	Ongoing	Harrell
C. To retain current employees by addressing employee morale and welfare.			
1. To develop and implement a program to recognize quarterly the exceptional field performance or community service of department personnel.	Short Term	Planning	Higgins
2. To improve the communication and understanding of employee benefits.	Ongoing	Planning	Higgins
3. To continue to conduct annual health screens.	Annual	Annual	Smith
D. To continue a pre-employment examination for all prospective employees.	Ongoing	Ongoing	Harrell
E. To develop a system to track and identify mechanisms of injuries and identify solutions to reduce on-the-job injuries.	Ongoing	Planning	Harrell

Focus Area: Fire Prevention/Community Risk Reduction

Goal: To prevent the loss of life and minimize injuries through pro-active approaches to public education and awareness, code enforcement and fire scene investigation.			
Objectives & Performance Measures	Timeframe	Status	Accountability
A. To ensure OCGA Title 25 compliance through annual Life Safety inspections of identified occupancies.	Annual	Ongoing	Shores
a. To track the re-inspection of occupancies found to be in violation of the Georgia Minimum Fire Safety Standards.	Annual	Ongoing	Inspectors
b. To ensure the Georgia Minimum Fire Safety Standards concerning fire exit drills for all educational facilities are met annually.	Annual	Ongoing	Inspectors
c. To conduct fire safety awareness programs for the public and business community.	Annual	Ongoing	Turner
d. To complete all initial phases of plan review for fire alarm/suppression systems within 5 working days after plans have been received by Fire Prevention personnel.	Long term	Planning	Shores
B. To ensure that all initial fire investigative reports are completed within 30 days of the incident.	Annual	Ongoing	Shores
C. To conduct an annual program analysis on:	Annual	Ongoing	Shores
D. The Life Safety Inspection Program			
E. The Public Education Program			
F. The Fire Investigation Program			

Focus Area: Emergency Management/All Hazards All Emergency

Goal: To expand upon the “All Hazards All Emergency” concept in prevention, planning, preparation, response, and recovery from any event that threatens life, property, and the environment.			
Objectives & Performance Measures	Timeframe	Status	Accountability
A. To remain current and up to date on strategies at the Federal level.	Ongoing	Ongoing	Land
B. To facilitate training of critical infrastructure for both the public and private sectors of the community. <ul style="list-style-type: none"> 1. Conduct one full-scale exercise. 2. Conduct one functional exercise. 3. Conduct one tabletop exercise. 4. Identify other training opportunities 	Annual	Planning	Land
C. To research and apply for State and Federal grants that enhances and provides resources for prevention, response and recovery.	Ongoing	Ongoing	Land
D. Identify regionally available resources to enhance readiness and preparedness.	Ongoing	Ongoing	Land
E. Identify training and education needs that will prepare First Responders for “All Hazard” response.	Ongoing	Ongoing	Land
F. Provide training and education to all First Responders, Non-governmental organizations, volunteer organizations and support agencies to improve and/or increase the Response Capabilities of Columbus/Muscogee County.	Ongoing	Ongoing	Land
G. Assist with and participate in Critical Infrastructure protection.	Ongoing	Ongoing	Land
H. Continue the requirements of the Presidential Directive 5 “National Incident Management System”.	Ongoing	Ongoing	Land
I. Author, publish, review and update all necessary emergency plans required by FEMA and other plans identified by specific jurisdictional hazards.	Annually	Ongoing	Land
J. To conduct a survey to determine if there is a need for additional emergency outdoor warning siren locations.	Immediate	Planning	Land