

June 2020

**Columbus Fire and
Emergency
Medical Services**

**FIVE YEAR
STRATEGIC PLAN**

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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*
- *Respond 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.

Greg Lang, Interim 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

Community Profile chart is based on 2010 census. According to the 2019 estimates from the U.S. Census Bureau, Columbus' population is 195,769.

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	20.00%
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.

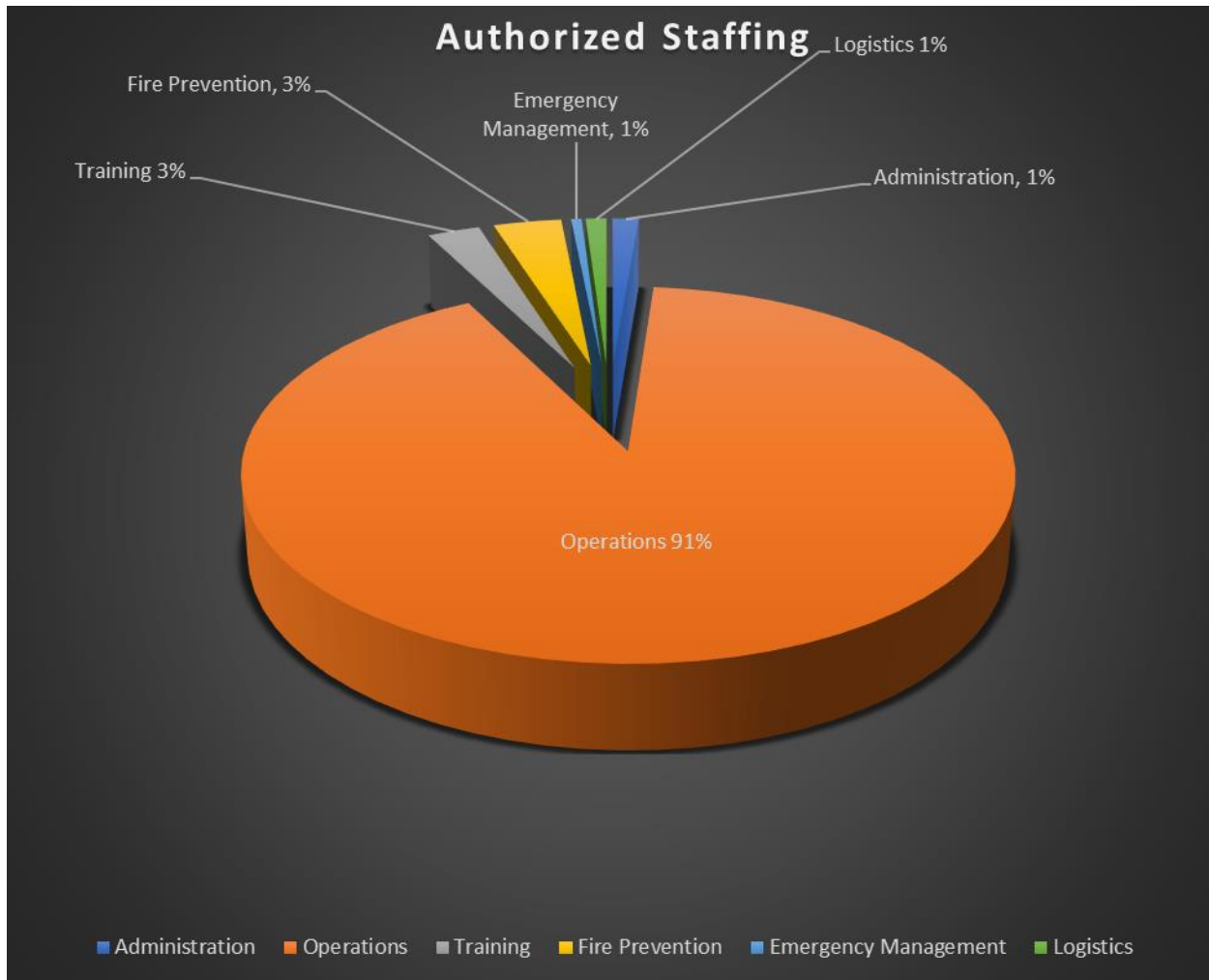
The Department is currently organized into five (5) divisions: Fire Prevention, Operations, Logistics/Support, Emergency Management, and Training. The Chief of Fire and Emergency Medical Services serves as the Chief Administrative Officer and is responsible for the overall operation of the Department. 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 98%. 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 383 total positions, 375 fulltime-sworn positions, 2 civilians, and 6 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 2108 the Department responded to over 40,000 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's 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. 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

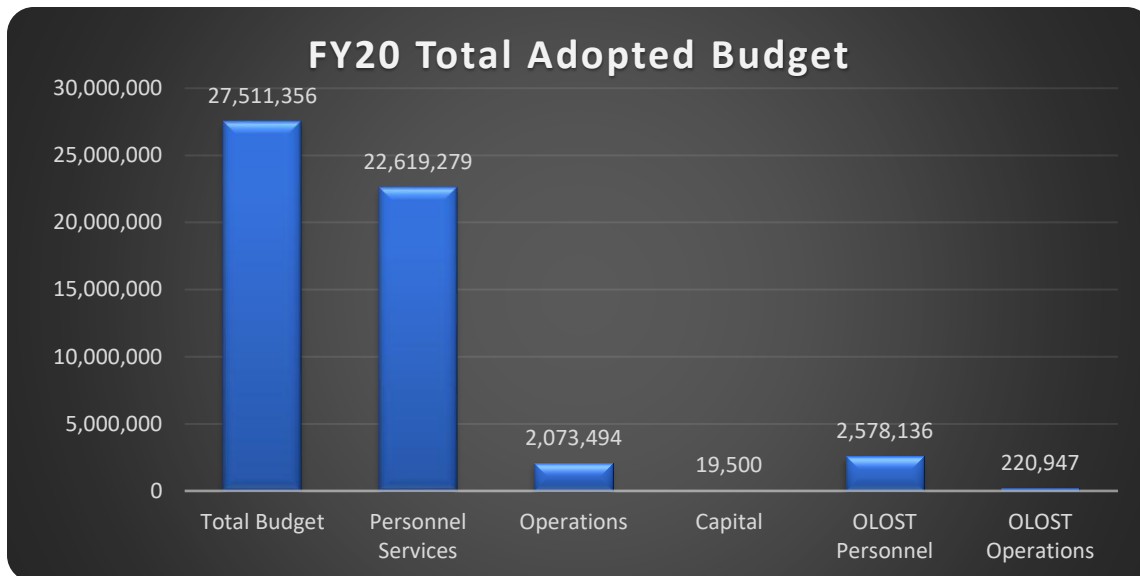
- The Emergency Management Division is charged with the responsibility of producing, distributing and maintaining all comprehensive emergency plans for the City of Columbus, Georgia. Part of this responsibility is to provide training and exercises that clearly demonstrate each department's and agency's 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-imbusement 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.

Budget

The Department is funded through the Columbus Consolidated Government's General Fund Budget. The Department's fiscal year 2020 approved budget including OLOST was **\$27,511,356.**



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.

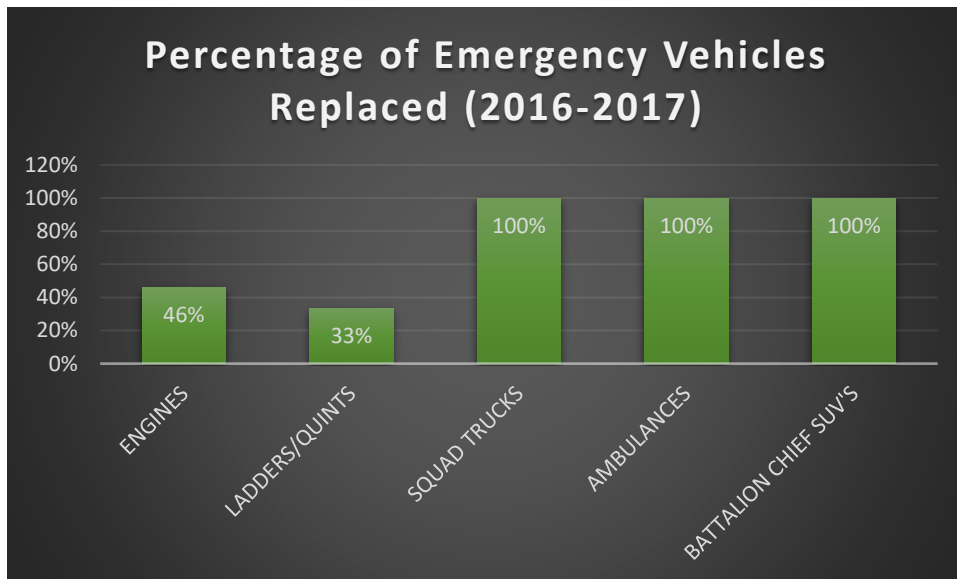
Planning:

- 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

2019

Station Locations	Units Assigned
Station One – 10 th Street	B1, E1, L1, M1, R-1, R-2
Station Two – 33 rd Street	E2, M2, RE-2, M-22, 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, R-4
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-4



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.

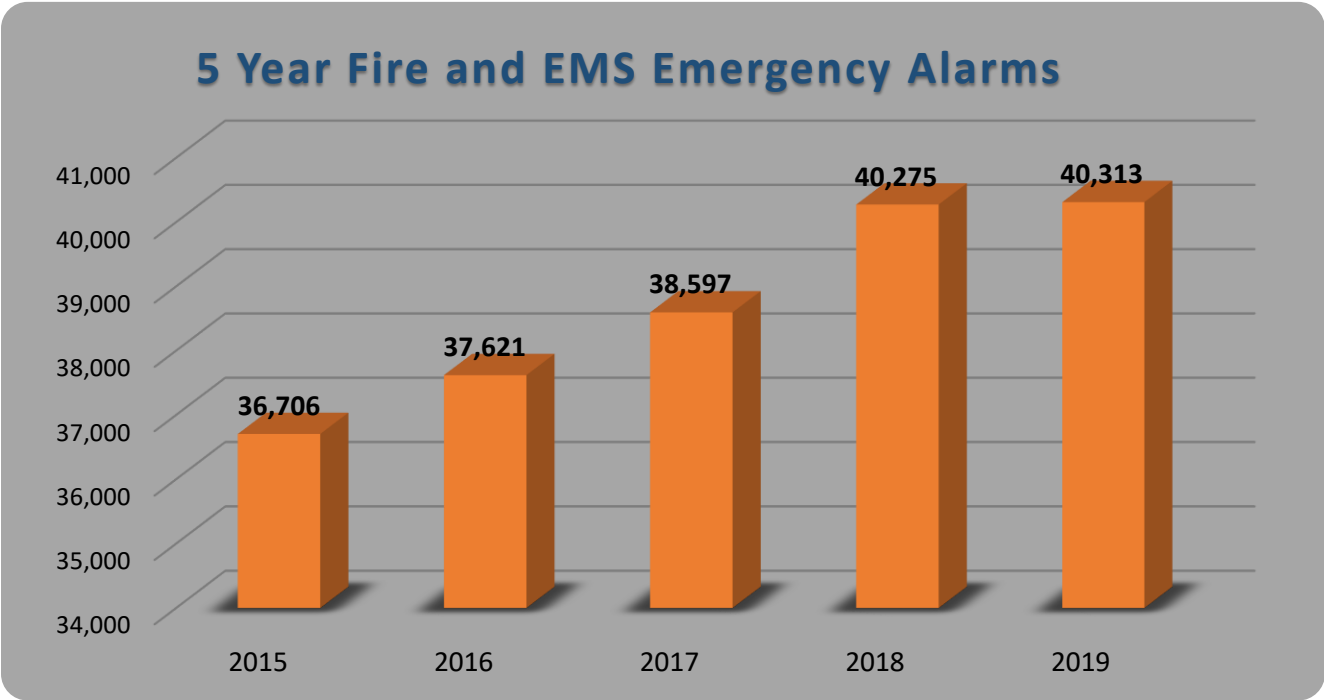
The Department does not maintain an automatic aid agreement with any agency. This is due primarily to the fact that the surrounding departments are either not strategically located or staffed to respond within our jurisdiction in a timely manner.

External Agency Relationships

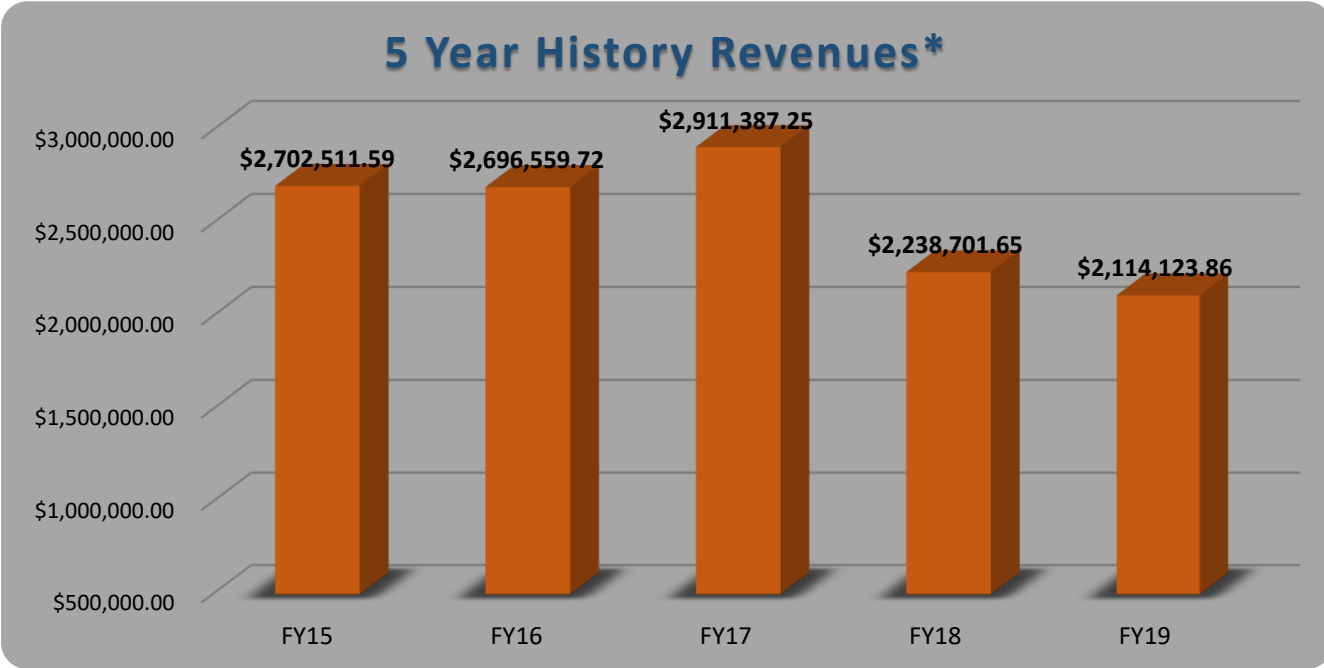
An integral part of the Department's success in meeting the needs of our citizens is our relationship with external support agencies. These agencies function as partners in our effort to provide quality emergency service to the community. These partners include but are not limited to the American Red 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 2015-2019



***The alarm history is determined by the last incident number of each year.**



***The revenues are received from the city’s revenue division. The drop in revenue in FY 18 was due to adding two additional private ambulances.**

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 Columbus". 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. In May 2020, the department elicited feedback from personnel through an anonymous survey. Statements for the survey were generated from the 2019 SWOT analysis and community stakeholder feedback to garner additional feedback from personnel.

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-transports (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

In January of 2019 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
- Training division
- Internationally Accredited Agency
- Fleet and equipment
- Fire ground Operations
- Fire safety due to fire codes
- Equipped to respond to technical rescue, dive, hazmat incidents
- Fire Safety House
- Training Complex
- Training for swift water venue
- Excellent Statewide reputation

Weaknesses

- Employee compensation
- Projected retirements cause loss of experience
- Vehicle maintenance
- Communication
- Funding availability for maintenance of specialized equipment
- Officer development
- 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
- Public education/awareness, use of social media

Threats

- Turnover / Retirements
- Pay/Benefits
- Low morale

- Vehicle maintenance
- 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 wall time at emergency rooms

Employee Feedback Survey

An employee survey was conducted in May 2020 to garner further feedback from personnel as it relates to the SWOT analysis performed in January 2019 and community stakeholder feedback. Sixty percent of personnel completed the survey with the results listed below:

Question	Statement	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree
1	CFEMS has a talented, diverse, motivated workforce.	65%	24%	10%
2	Low morale is a problem within CFEMS.	78%	16%	5%
3	Improvements have been made to ensure the safety of field personnel.	69%	19%	13%
4	The training complex has proven to be a valuable resource for the department.	83%	14%	3%
5	Web conferencing should be utilized for training to allow units to stay in their station as well as reduce fuel and maintenance costs.	55%	24%	21%
6	Specialized training (rope, swift water, haz-mat etc.) meet the needs of the department.	60%	27%	13%
7	Officer development opportunities have improved.	34%	48%	19%
9	CFEMS should rotate apparatus to help reduce maintenance costs.	23%	35%	42%
10	Communications with field personnel has improved.	42%	34%	24%

11	Consistency of communications among different shifts has improved with the electronic station log.	28%	56%	16%
12	Succession planning is important.	62%	19%	19%
13	CFEMS' use of social media is sufficient.	33%	52%	15%
14	Positive contact with citizens or customer service is sufficient.	67%	26%	8%
15	CFEMS' response to the COVID-19 pandemic has been sufficient.	49%	28%	23%
16	CFEMS' annual budget is sufficient for the department's needs.	4%	16%	80%
17	Gross decontamination training and institution of procedure will help reduce exposure to dangerous carcinogens.	84%	13%	3%
18	New physical fitness requirements will improve health and fitness of employees.	70%	18%	12%
19	Instituting Community Paramedine should be explored.	57%	37%	6%
20	CFEMS should utilize Quick Response Vehicles (QRV's) for supplemental emergency medical response and field supervision.	96%	0%	4%

How can vehicle maintenance best be improved?	
Outsource vehicle maintenance to a qualified vendor.	53%
CFEMS has their own vehicle maintenance shop and hire the mechanics.	29%
Pay mechanics for certifications obtained for emergency vehicle maintenance.	10%
Increase shop mechanics pay.	4%
Mechanics are hired and paid out of CFEMS budget but work out of city shop.	4%

Assumptions for Planning

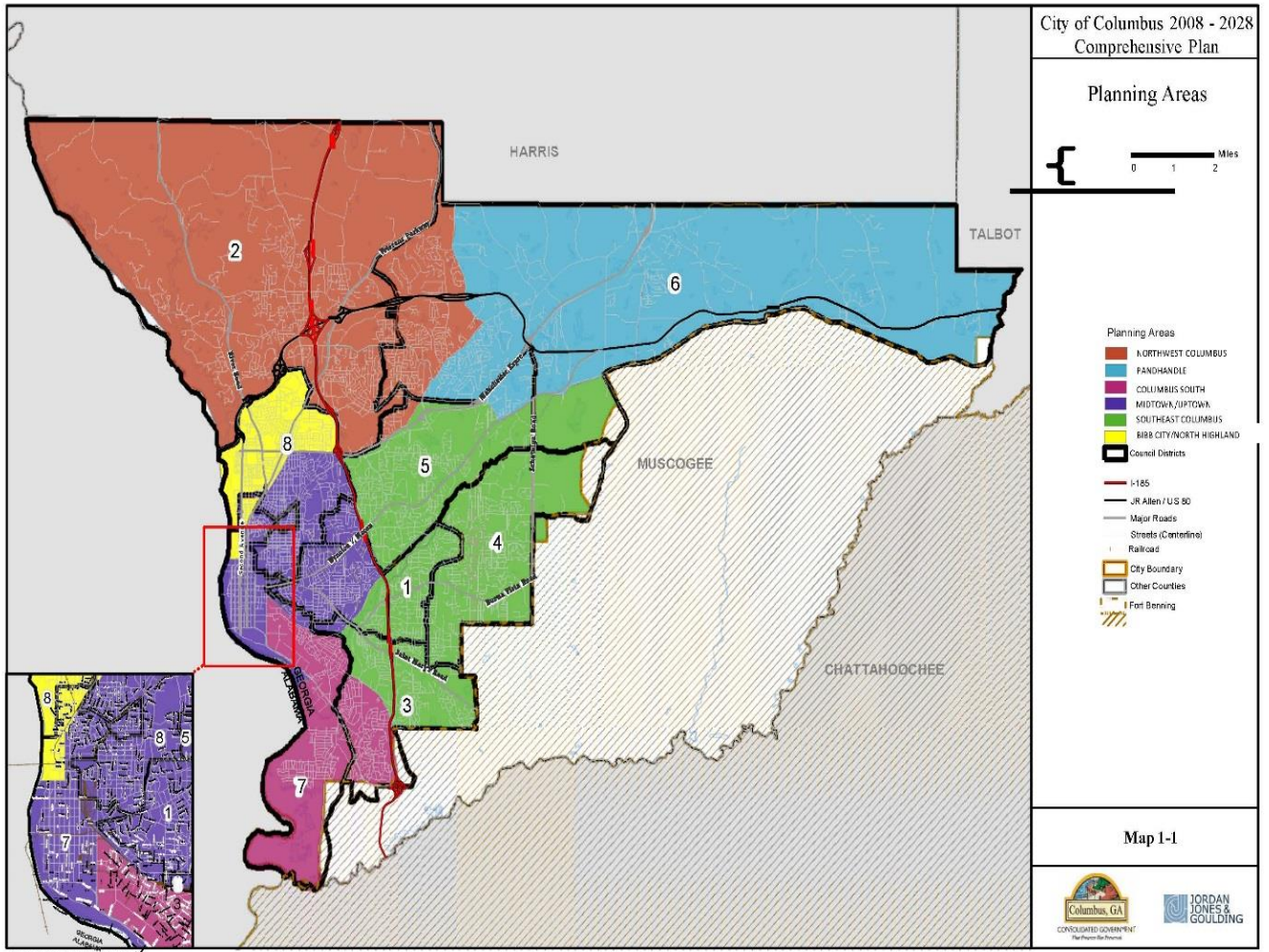
- Various areas of the county will experience population density changes
- Economic Development of South, North and Northeast of the city will continue to increase
- Requests for Fire and EMS emergency assistance will continue to increase
- Equipment and vehicle repair/replacement needs will increase
- 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 maintain paramedic program accreditation from the 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 2020

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 9 completed January 2017
- Five story drill tower, control room, and pavilion completed July 2017
- In 2016 and 2017 the department has purchased two quints, six engines, six ambulances, two squad trucks and one Battalion Chief Command vehicle.
- International Accreditation achieved in 2002 and reaccreditation in 2007, 2013 and 2018. Annual Compliance Report has been approved annually
- Cancer reduction PPE hood replacement program in place
- Cancer reduction - elevated gross decontamination procedures
- The department in conjunction with our promotional process vendor will be developing new job descriptions in 2020
- Grants approved totaling approximately \$6,840,500
- All emergency apparatus are designated as Advanced 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 approved by GEMA/HS/FEMA January 2020
- 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
- Swift water rescue team established and trained for longest urban white-water course
- Largest donor of Paint the Town Pink for breast cancer awareness
- Enhanced public outreach through social media (Facebook, Instagram)
- Improved department communication through online policy and review software

Goals and Objectives

CFAI	2	ASSESSMENT and PLANNING		
Goal	2C	Current Deployment and Performance: Columbus Fire and EMS identifies and documents the nature and magnitude of the service and deployment demands within our jurisdiction. Based on risk categorization and service impact considerations, our deployment practices are consistent with jurisdictional expectations and industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. Columbus Fire and EMS develops procedures, practices, and programs to appropriately guide its resource deployment.		
Objective	2C.1	Given the levels of risks, area of responsibility, demographics, and socio-economic factors, Columbus Fire and EMS has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.		
Assigned to:		Deputy Chief Operations		
Timeline:		Annual		
Task	1	All emergency units to utilize the MDT to track response data	Date Completed	12/31/2019
Progress Notes		This is tracked and completed annually		
Objective	2C.5	Columbus Fire and EMS has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.		
Assigned to:		Deputy Chief Operations		
Timeline:		Continuous		
Task	1	Alarm Handling Time	Date Completed	01/2020
Task	2	Turn-Out Time	Date Completed	01/2020
Task	3	Travel time for all resources responding to fire, medical, technical rescue and hazmat calls	Date Completed	01/2020
Progress Notes		All times are tracked on a daily basis. Any outliers are addressed immediately		
Goal	2D	Plan for Maintaining and Improving Response Capabilities: Columbus Fire and EMS has assessed and provided evidence that our current deployment methods for emergency services appropriately address the risk in its service area. Our response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of our operations, notwithstanding any outside influences beyond its control. Columbus Fire and EMS has identified the impacts of these outside influences to the authority having jurisdiction.		
Objective	2D.1	Columbus Fire and EMS has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.		
Assigned to:		Administrative Division Chief		
Timeline:		Annually		
Task	1	Self-Assessment updates	Date Completed	12/31/2019

Progress Notes		FESSAM updates are completed prior to the end of the year.		
Objective	2D.6	Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.		
Assigned to:		Administrative Deputy Chief		
Timeline:		Annually		
Task	1	Standards of Cover & Risk Assessment will be reviewed annually	Date Completed	07/2020
Progress Notes		The document will be taken to city council for adoption by July 2020.		

CFAI	3	GOALS and OBJECTIVES		
GOAL	3B	The department's general goals and specific objectives direct its priorities in a manner consistent with our mission and is appropriate for our community.		
Objective	3B.1	The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency's goals and objectives.		
Assigned to:		Administrative Division Chief		
Timeline:		Monthly		
Task	1	Conduct customer service surveys for emergency responses.	Date Completed	05/2020
Task	2	Conduct employee forums.	Date Completed	05/2020
Progress Notes		Scheduled battalion meetings		
GOAL	3C	A strategic plan is in place, and along with the budget is guiding the activities of the department. The plan is submitted to the appropriate authority having jurisdiction.		
Objective	3C.1	The department has a published strategic plan.		
Assigned to:		Administrative Deputy Chief		
Timeline:		Annually		
Task	1	Strategic Planning Sessions	Date Completed	5/2020
Progress Notes		Strategic planning session were conducted by survey to all field personnel.		

CFAI	5	PROGRAMS		
GOAL	5A	Community Risk Reduction Program The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.		
Objective	5A.2	The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		
Task	1	To ensure OCGA Title 25 compliance through annual Life Safety inspections of identified occupancies.	Date Completed	Ongoing
Task	2	To ensure the Georgia Minimum Fire Safety Standards concerning fire exit drills for all educational facilities are met annually.	Date Completed	Annually in 3 rd Quarter
Progress Notes:		Special Hazard inspections=991, Non Special Hazard=433		
Objective	5A.3	The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives, and identified community risks.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		
Task	1	To track the re-inspection of occupancies found to be in violation of the Georgia Minimum Fire Safety Standards.	Date Completed	Quarterly
Task	2	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.	Date Completed	Quarterly
Progress Notes:		Special Hazard re-inspections=456 an increase of 12.93%, Non Special Hazard re-inspections=82		
Objective	5A.5	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		
Task	1	The Life Safety Inspection Program	Date Completed	January 2020
Progress Notes:				
Objective	5A.6	The community risk reduction program identifies the frequency that occupancies are inspected.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		

Task	1	To conduct an annual review of the community risk reduction program to ensure annual inspection of State and Non-State inspection files.	Date Completed	January 2020
Progress Notes:				
Objective	5A.7	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		
Task	1	To conduct fire safety awareness programs for the public and business community.	Date Completed	Ongoing
Progress Notes:		Total population reached for 2019 is 40,751. Increase of 117% for 5-11 age group, 10% increase for 65+ age group. Age groups 11-18 and 18-64 showed a decrease from 2018.		
GOAL	5B	Public Education Program A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk- analysis as part of activities in Category II to determine the need for a specific public education program.		
Objective	5B.3	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		
Task	1	The Public Education Program	Date Completed	02/2019
Progress Notes:		Total population reached for 2019 is 40,751. Increase of 117% for 5-11 age group, 10% increase for 65+ age group. Age groups 11-18 and 18-64 showed a decrease from 2018. Dollar Loss - \$6,858,826 an increase of 47% form 2018, Fire Deaths=3 – 4% of the 10 year average. 257 programs conducted - 18,172 (5-11y/o) and 2,473 (65+ y/o) the two largest targeted groups due to historical data and national trends.		
GOAL	5C	Fire Investigation, Origin and Cause Program The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should con- duct a thorough risk-analysis as part of activities in Category II to determine the need for a fire investigation program.		
Objective	5C.2	The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.		
Assigned to:		Fire Marshal		
Timeline:		Ongoing		

Task	1	To ensure that all initial fire investigative reports are completed within 30 days of the incident.	Date Completed	Quarterly
Progress Notes:		Completed 09/2019		
Objective	5C.5	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.		
Assigned to:		Fire Marshal		
Timeline:		Annually in January		
Task	1	The Fire Investigation Program Appraisal	Date Completed	January 2020
Progress Notes:		Investigations performed = 84, a 9% increase from 2018; 66 of 84 were structure fires, 13 vehicle fires, and 5 other. Percentage of arson determinations is 23 of 66 structure fire and 7 of 13 vehicle fires. Fire death = 3. 100% of Investigative reports completed within 30 days = 100%. Accident investigations = 24.		
GOAL	5D	Domestic Preparedness, Planning and Response The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.		
Objective	5D.1	The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.		
Assigned to:		Deputy EMA Director		
Timeline:		Annually		
Task	1	Identify regionally available resources to enhance readiness and preparedness.	Date Completed	Ongoing
Task	2	Identify training and education needs that will prepare First Responders for "All Hazard" response.	Date Completed	Ongoing
Task	3	To remain current and up to date on strategies at the Federal level.	Date Completed	Ongoing
Progress Notes:		Attending regular GEMA/EMAG partner meetings to stay current with strategies and status of regional resources		
Objective	5D.2	The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.		
Assigned to:		Deputy EMA Director		
Timeline:		Annually		
Task	1	Continue the requirements of the Presidential Directive 5 "National Incident Management System".	Date Completed	12/31/2019
Progress Notes:		All new recruits are trained to NIMS 100, 200, 700 and 800. Newly promoted officers are trained to 300, 400.		
Objective	5D.5	The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.		
Assigned to:		Deputy EMA Director		

Timeline:		Annually		
Task	1	Conduct one full-scale exercise	Date Completed	6/13/20 Protest
Task	2	Conduct one functional exercise	Date Completed	2/15/20 Tornado
Task	3	Conduct one tabletop exercise.	Date Completed	2/15/20 COVID-19
Task	4	Identify other training opportunities	Date Completed	Ongoing
Progress Notes:				
Objective	5D.7	The agency has a documented Continuity of Operations Plan (COOP) that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.		
Assigned to:		Deputy EMA Director		
Timeline:		Ongoing		
Task	1	Assist with and participate in Critical Infrastructure protection.	Date Completed	Not Completed
Progress Notes:		Working with internal and external customers to complete their areas		
GOAL	5E	Fire Suppression The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific fire suppression programs.		
Objective	5E.1	Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).		
Assigned to:		Deputy Chief of Operations		
Timeline:		Annually		
Task	1	To ensure the most efficient, effective, and safe response is made to all emergencies.	Date Completed	Ongoing
Task	2	To ensure turnout time is less than 60 seconds 90% of the time for medical & Hazardous Materials responses	Date Completed	Ongoing
Task	3	To ensure turnout time is less than 80 seconds 90% of the time for fire and special operations	Date Completed	Ongoing
Task	4	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)	Date Completed	Ongoing

Progress Notes:		All items are addressed in the quarterly goals and objectives. 2019 Times at 90 th percentile= Alarm Handling (2:28), Turnout (1:56), Travel (4:34), TRT 1 st Unit (7:23), TRT ERF (16:07)		
Objective	5E.3	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.		
Assigned to:		Deputy Chief of Operations		
Timeline:		Annually in January		
Task	1	Fire Suppression Appraisal	Date Completed	02/2020
Progress Notes:		New appraisal process for fire suppression activities		

GOAL	5F	Emergency Medical Services (EMS) The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community.		
Objective	5F.6	The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.		
Assigned to:		EMS Coordinator		
Timeline:		Ongoing		
Task	1	To conduct quality assurance reviews of pre-hospital emergency medical care is consistent with an established Quality Assurance Plan.	Date Completed	Ongoing
Progress Notes:		PCRs are reviewed daily for completeness and protocol adherence. Reports are checked for 100% validity. Reports that are missing or need corrections are identified and a list is sent out bi-weekly to personnel for completion. Monthly reviews are done to identify any continuous issues or improvements. Patient outcomes that involve cardiac arrest, stroke, STEMI and extensive trauma are received from the hospitals for evaluation of EMS performance. Quarterly reviews involve consultation with medics in their performance. Hospital wall times are compiled monthly to monitor the hospitals performance in patient bed assignment and back in-service times. Medical Control meetings are held quarterly.		
Objective	5F.7	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.		
Assigned to:		EMS Coordinator		
Timeline:		Annually in January		
Task	1	EMS Appraisal	Date Completed	02/2020
Progress Notes:		Appraisal completed in February 2020. Data collection is ongoing for 2020 for the next appraisal.		

GOAL	5G	Technical Rescue The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.		
Objective	5G.1	Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).		
Assigned to:		Rescue Coordinator		
Timeline:		Annually		
Task	1	To provide the most current technical rescue equipment to safely meet all Federal, State, and local guidelines.	Date Completed	Dec. 30, 2019
Progress Notes:				
Objective	5G.3	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.		
Assigned to:		Rescue Coordinator		
Timeline:		Annually		
Task	1	Technical Rescue Appraisal	Date Completed	Oct. 25, 2019
Progress Notes:		Appraisal completed 10/25/2019.		
GOAL	5H	Hazardous Materials (Hazmat) The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.		
Objective	5H.1	Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).		
Assigned to:		Rescue Coordinator		
Timeline:		Annually		
Task	1	To provide the most current biological/chemical equipment to safely meet all Federal, State, and local guidelines.	Date Completed	Dec. 20, 2019
Progress Notes:				

Objective	5H.3	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.		
Assigned to:	Rescue Coordinator			
Timeline:	Annually			
Task	1	Hazmat Appraisal	Date Completed	Dec. 20, 2019
Progress Notes:	Appraisal completed Dec. 20, 2019			

CFAI	6	PHYSICAL RESOURCES		
GOAL	6A	Physical Resources Plan Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.		
Objective	6A.1	The development, construction, or purchase of physical resources is consistent with the agency's goals and strategic plan.		
Assigned to:	Deputy Chief of Administration			
Timeline:	Ongoing			
Task	1	To review response data to determine the need for new station and equipment locations	Date Completed	12/31/2019
Progress Notes:	Reviewed annually and at this time no changes are requested			
GOAL	6C	Apparatus, Vehicles, and Maintenance Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.		
Objective	6C.1	Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).		
Assigned to:	Deputy Chief of Administration			
Timeline:	Ongoing			
Task	1	To purchase apparatus sufficiently equipped to meet ISO, NFPA and Georgia Department of Public Health	Date Completed	No new apparatus purchased
Task	2	To purchase ambulances sufficiently equipped to meet Georgia Department of Public Health	Date Completed	No new ambulances purchased
Progress Notes:	The department requested 4 engines, 3 quints and 1 ambulance in the FY20 budget and they were not added to FY20 adopted budget. FY21 adopted budget does not include the 4 engines, 3 quints.			

GOAL	6D	Apparatus Maintenance The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.		
Objective	6D.1	An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/ provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.		
Assigned to:		Logistics Captain		
Timeline:		Annually		
Task	1	To develop a comprehensive preventative maintenance program for emergency vehicles with fleet maintenance quarterly	Date Completed	12/31/2019
Progress Notes:		Apparatus, vehicles are serviced by fleet maintenance on a mileage schedule		
Objective	6D.6	The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.		
Assigned to:		Logistics Captain		
Timeline:		Annually		
Task	1	Track vehicle out of service time for repair	Date Completed	5/2020
Progress Notes:		Daily vehicle form created on Aladtec 2020 to capture out-of-service time		
GOAL	6E	Tools, Supplies, and Small Equipment Equipment and supplies are adequate and designed to meet the agencies goals and objectives.		
Objective	6E.3	Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.		
Assigned to:		Logistics Captain		
Timeline:		Annually		
Task	1	To ensure the testing of all hose is conducted and recorded annually.	Date Completed	12/31/2019
Task	2	To ensure all aerial and ground ladders are tested annually	Date Completed	12/31/2019
Task	3	To ensure all apparatus are pump tested annually	Date Completed	12/31/2019
Progress Notes:		Hose and pump testing are conducted in-house annually. Ladder testing is conducted by a vendor in the 4 th quarter of the year.		

GOAL	6F	Safety Equipment Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).		
Objective	6F.3	Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.		
Assigned to:	Logistics Captain			
Timeline:	Annually			
Task	1	To develop a comprehensive vehicle and equipment replacement plan.	Date Completed	Not Completed
Progress Notes:	Vehicle replacement schedule as per fleet maintenance with 10 years or 100,000 miles being the indicators.			
Objective	6F.4	Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.		
Assigned to:	Logistics Captain			
Timeline:	Annually			
Task	1	To wash/inspect/clean personal protective equipment biannually	Date Completed	12/31/2018
Task	2	To ensure SCBA and Cascade air cylinders are inspected as needed annually	Date Completed	13/31/2018
Task	3	To ensure all personnel have SCBA fit testing completed annually	Date Completed	12/31/2018
Task	4	To ensure all SCBA units have Posichek testing is completed annually	Date Completed	Not Completed
Progress Notes:	In March 2020 it was discovered that not all SCBA's were posi-checked in 2019.			

CFAI	7	HUMAN RESOURCES		
GOAL	7B	Recruitment, Selection, Retention and Promotion Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.		
Objective	7B.2	The agency administration and its members are part of the recruiting process.		
Assigned to:	Division Chief of Training			
Timeline:	Annually			
Task	1	To communicate CFEMS employment opportunities by participating in area job fairs.	Date Completed	12/31/2019
Progress Notes:	Participated in 10 job fairs from 1/1/2019 – 12/31/2019			
Objective	7B.3	Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.		
Assigned to:	Division Chief of Training			
Timeline:	Annually			

Task	1	Encourage prospective candidates to participate in Candidate Physical Ability Test practice opportunities.	Date Completed	10/2019
Task	2	To communicate CPAT testing opportunities to prospective candidates.	Date Completed	10/2019
Progress Notes:		CPAT training was completed for candidates in October 2019.		
Objective	7B.4	The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.		
Assigned to:		Deputy Chief of Administration		
Timeline:		Annually		
Task	1	To establish a pool of qualified candidates that reflects the diversity of Columbus	Date Completed	10/2019
Task	2	To initiate a dialog with local colleges, universities, and high schools concerning CFEMS employment opportunities.	Date Completed	Ongoing
Progress Notes:		#1 completed in October 2019. #2 Candidate contact made through job fairs throughout the year.		
Objective	7B.7	The agency has an employee/member recognition program.		
Assigned to:		Deputy Chief of Administration		
Timeline:		Annually		
Task	1	To develop and implement a program to recognize quarterly the exceptional field performance or community service of department personnel.	Date Completed	5/2019
Progress Notes:		Held annual employee recognition in May 2019		
GOAL	7E	Personnel Compensation A system and practices for providing employee/member compensation are in place.		
Objective	7E.2	Member benefits are defined, published, and communicated to all employees/members.		
Assigned to:		Deputy Chief of Administration		
Timeline:		Annually		
Task	1	To improve the communication and understanding of employee benefits.	Date Completed	7/2019
Progress Notes:		Training during officer leadership class		

GOAL	7F	Occupational Health, Safety, and Risk Management The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.		
Objective	7F.5	The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.		

Assigned to:		Division Chief of Administrative Services																																	
Timeline:		Annually																																	
Task	1	To track and identify mechanisms of injuries and identify solutions to reduce on-the-job injuries	Date Completed	12/2018																															
Task	2	Track occupational exposures annually	Date Completed	1/2020																															
Progress Notes:		<table border="1"> <tr><td>1B - Burn - At Fire Ground</td><td>1</td></tr> <tr><td>4A - Wound, Cut, Bleeding, Bruise - R/R from Incident</td><td>1</td></tr> <tr><td>4B - Wound, Cut, Bleeding, Bruise - At Fire Ground</td><td>3</td></tr> <tr><td>4C - Wound, Cut, Bleeding, Bruise - At Non-Fire Incident</td><td>3</td></tr> <tr><td>4D - Wound, Cut, Bleeding, Bruise - Training</td><td>3</td></tr> <tr><td>4E - Wound, Cut, Bleeding, Bruise - Other On-Duty</td><td>3</td></tr> <tr><td>6D - Heart Attack, Stroke - Training</td><td>1</td></tr> <tr><td>7A - Strain, Sprain, Muscular Pain - R/R from Incident</td><td>1</td></tr> <tr><td>7B - Strain, Sprain, Muscular Pain - At the Fire Ground</td><td>4</td></tr> <tr><td>7C - Strain, Sprain, Muscular Pain - At Non-Fire Incident</td><td>13</td></tr> <tr><td>7E - Strain, Sprain, Muscular Pain - Other On-Duty</td><td>12</td></tr> <tr><td>8B - Thermal Stress (frostbite, heat exhaustion) - At the Fire Ground</td><td>2</td></tr> <tr><td>9C - Other - At Non-Fire Incident</td><td>14</td></tr> <tr><td>9D - Other - Training</td><td>1</td></tr> <tr><td>9E - Other - Other</td><td>1</td></tr> </table>				1B - Burn - At Fire Ground	1	4A - Wound, Cut, Bleeding, Bruise - R/R from Incident	1	4B - Wound, Cut, Bleeding, Bruise - At Fire Ground	3	4C - Wound, Cut, Bleeding, Bruise - At Non-Fire Incident	3	4D - Wound, Cut, Bleeding, Bruise - Training	3	4E - Wound, Cut, Bleeding, Bruise - Other On-Duty	3	6D - Heart Attack, Stroke - Training	1	7A - Strain, Sprain, Muscular Pain - R/R from Incident	1	7B - Strain, Sprain, Muscular Pain - At the Fire Ground	4	7C - Strain, Sprain, Muscular Pain - At Non-Fire Incident	13	7E - Strain, Sprain, Muscular Pain - Other On-Duty	12	8B - Thermal Stress (frostbite, heat exhaustion) - At the Fire Ground	2	9C - Other - At Non-Fire Incident	14	9D - Other - Training	1	9E - Other - Other	1
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Progress Notes		An Occupational Exposure tracking form was created in August 2019. Sixty forms were submitted in 2019 with 55 due to fire incident exposures and 4 EMS incident exposure.																																	
GOAL	7G	Wellness/Fitness Programs The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.																																	
Objective	7G.1	The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.																																	
Assigned to:		Deputy Chief of Administration																																	
Timeline:		Annually																																	
Task	1	To continue to conduct annual health screens.	Date Completed	Not Completed																															
Task	2	To continue a pre-employment examination for all prospective employees.	Date Completed	10/2019																															
Progress Notes:		Annual physicals were not conducted in 2019 due to expiration of contract. New RFP in 2019 and vendor selected. Physicals scheduled for August 2020.																																	

CFAI	8	TRAINING and COMPETENCY		
GOAL	8A	Training and Education Program Requirements A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.		
Objective	8A.1	The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.		
Assigned to:		Division Chief of Training		
Timeline:		Continuous		
Task	1	Conduct State Certified Firefighter training and Advanced EMT (AEMT) training courses during initial training	Date Completed	12/31/2019
Task	2	Offer and conduct AEMT training to all remaining firefighters.	Date Completed	7/2019
Task	3	Conduct in-house Paramedic training courses	Date Completed	ongoing
Task	4	To establish a recruiting plan for future paramedic instructors	Date Completed	4/16/2019 2019 graduated
Task	5	To successfully complete all mandated annual certification and recertification training for all sworn department personnel as follows: 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	Date Completed	12/31/2019
Task	6	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.	Date Completed	12/31/2019
Task	7	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.	Date Completed	12/31/2019

Progress Notes:		Training has been completed on task 1, 2, 3 ,4, 6, and 7. New Paramedic class started on July 17, 2019.		
Objective	8A.4	The agency identifies minimum levels of training required for all positions in the organization.		
Assigned to:		Division Chief of Training		
Timeline:		Continuous		
Task	1	To increase the number of personnel available to respond to and mitigate Haz Mat and Rescue emergencies by providing training for current employees.	Date Completed	12/31/2019
Task	2	Review methods to comply with new EMS Training Accreditation standards.	Date Completed	12/31/2019
Progress Notes:		Sent 4 employees in 2019 for task 1. Task 2 has been completed.		
Objective		8A.5		
Assigned to:		Division Chief of Training		
Timeline:		Continuous		
Task	1	To increase efficiency by exploring opportunities of implementing an officer development program.	Date Completed	7/8/2019
Progress Notes:		Training completed training for task 1. Planning more for 2020.		
GOAL	8B	Training and Education Program Requirements A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.		
Objective	8B.3	The agency evaluates individual and crew performance through validated and documented performance-based measurements.		
Assigned to:		Division Chief of Training		
Timeline:		Continuous		
Task	1	To provide a schedule and course of study that will enable each certified structural firefighter to meet annual ISO training that include: 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	Date Completed	12/31/2019
Progress Notes:				

CFAI	9	ESSENTIAL RESOURCES		
GOAL	9A	Water Supply The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.		
Objective	9A.7	Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.		
Assigned to:	Deputy Chief of Operations			
Timeline:	Annually			
Task	1	To ensure all hydrants are inspected and the information recorded annually.	Date Completed	12/31/2019
Progress Notes:				

CFAI	10	EXTERNAL SYSTEMS RELATIONSHIPS		
GOAL	10A	Review, maintain or develop outside relationships that support our mission.		
Objective	10A.1	The department has developed and maintains outside relationships that support our mission, operations, and/or cost effectiveness.		
Assigned to:	Deputy EMA Director			
Timeline:	Ongoing			
Task	1	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.	Date Completed	12/31/2019
Progress	Notes	Muscogee County Reunification Exercise in conjunction with Active Shooter Exercise, Annual; Statewide Tornado Drill 2/2019, Columbus State University Hazardous Materials Drill 4/2019		
Objective	10A.3	The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.		
Assigned to:	Deputy EMA Director			
Timeline:	Ongoing			
Task	1	To conduct a survey to determine if there is a need for additional emergency outdoor warning siren locations.	Date Completed	2019
Progress Notes:	Field data collection has been completed and turned over for report compilation.			