

# COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES

COLUMBUS, GEORGIA



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## *FIVE YEAR STRATEGIC PLAN*

Adopted March 12, 2002 by Resolution 114-02

Revised Wednesday, April 07, 2010

“Protecting, Life, Property, and the Environment”

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## ***EXECUTIVE SUMMARY***

We are a performance driven and results oriented department that focuses on customer service, continuous improvement, and the safety and welfare of our customers and employees. The Columbus Department of Fire and Emergency Medical Services 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 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 challenges.

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.

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

## ***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 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 age, gender, religion or ethnic origin
- Commitment – In all department endeavors
- Teamwork – Encourage unity and a cooperative attitude

## ***COLUMBUS CONSOLIDATED GOVERNMENT***

### ***Vision and Goals***

**VISION:** The Columbus Consolidated Government will strive toward continual improvement in terms of providing services and supporting development to ensure opportunities for its citizens in the economic, social, political, and educational sectors in order to maintain its leadership among comparable sized cities in the southeastern United States.

- **Commerce:** The Columbus MSA will be a regional center of commerce with a diversified economy in various areas—including industry, service, retail, government, and education.
- **Infrastructure:** The Columbus Consolidated Government will have an infrastructure that supports the community—including ground and air transportation, storm water and sewer services, and drainage facilities.
- **Recreation:** The Columbus MSA will have broad-based recreational programs including sports and cultural activities with parks, recreational facilities, and tourist attractions.
- **Public Safety:** The Columbus Consolidated Government will provide for effective public safety through protection services that meet national and accreditation standards for Law Enforcement, Fire, EMS and Emergency Management Services as well as support programs that raise public awareness of various safety issues.
- **Health Care & Sanitation:** The Columbus MSA will have health care facilities that meet national and accreditation standards, which support the community for preventative, critical, and general wellness care as well as health and sanitation services.
- **Government Services:** The Columbus Consolidated Government as the primary steward of financial resources will work toward the Vision and Goals through an effective and efficient workforce to provide essential and selected services.

### **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.

## COLUMBUS, GEORGIA COMMUNITY PROFILE

<b>Population</b>	<b>188,660*</b>		<b>Per Capita Income</b>	<b>\$18,276**</b>
Male	90,617	48.6%**	<b>Average Household Income</b>	<b>\$34,853**</b>
Female	95,674	51.4%**		

Population By Age**		
Age	Number	Percent
Under 5 years	13,682	7.3%
5 to 9 years	14,275	7.7%
10 to 14 years	13,601	7.3%
15 to 19 years	15,296	8.2%
20 to 24 years	15,385	8.3%
25 to 34 years	27,151	14.6%
35 to 44 years	28,295	15.2%
45 to 54 years	22,751	12.2%
55 to 59 years	7,744	4.2%
60 to 64 years	6,294	3.4%
65 to 74 years	12,172	6.5%
75 to 85 years	7,249	3.9%
85 years and over	2,396	1.3%

Population by Race**		
Race	Number	Percent
White	93,936	50.42%
African American	81,488	43.74%
American Indian	716	.38%
Asian	2,864	1.54%
Other Pacific Is.	270	.14%
Other Race	3,533	1.90%
Two or More Races	3,484	1.84%

Housing Occupancy**		
Type	Number	Percent
Total Housing Units	76,182	
Occupied Housing	69,816	91.6%
Vacant Housing	6,363	8.4%
Seasonal Housing	206	0.3%
Owner-occupied	39,350	56.4%
Renter-occupied	30,365	43.6%

\*2006- CENSUS PEOPLE QUICK FACTS  
\*\*2000-CENSUS

### DEPARTMENT BACKGROUND

The Columbus, Georgia Department of Fire and Emergency Medical Services is rich in tradition with over 180 years of service to the citizens of Columbus, Georgia. With a staff of dedicated professionals the Department provides high quality fire, 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 2 Insurance Services Office (ISO) rating and the Department has achieved International Accreditation through the Commission on Fire Accreditation International.

The department currently operates a total of 29 units. Total number or percentage of personnel who are currently EMT certified 247 (67%). In 2002 the department began training personnel at the EMT-I level. Since the in-house EMT-I training was initiated the department has trained 196 (16 in class) personnel. The department began providing paramedic training in 2006 and has currently trained 26 (20 in class) personnel as paramedics. The department is striving to achieve a response model that includes at it's core personnel certified to render the most advanced level of emergency service to the citizens and visitors of Columbus, Georgia.

The Base Realignment and Closure (BRAC) commission is expected to result in significant residential, commercial and industrial growth in the very near future. As the City continues to grow there will be an increase in target hazards and demand for emergency services. This growth will 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 378 total positions, 366 fulltime-sworn positions, 2 civilians, and 8 clerical positions. The Department maintains 14 stations and 4 support facilities located throughout the City. With a coverage area of approximately 220 square miles, the Department responds to approximately 40,000 requests for emergency services annually.

<b>Authorized Staffing</b>	<b>Total</b>
Chief	1
Assistant Chief	1
Deputy Chief	3
Deputy Director EMA	1
Division Chief	3
Battalion Chief	9
Captain	25
Lieutenant	43
Sergeant	60
Firefighter/EMT	179
Firemedic/Paramedic	41
Investigator/G13	3
Clerical	8
Logistics Civilian	1
EMA Planner	1
<b>Total</b>	<b>378</b>

<b>Assignment Matrix</b>		
<b>Division</b>	<b># Assigned</b>	<b>%</b>
1000 Chief's Office	5	1.32%
2100 Operations	345	91.27%
2600 Training	11	2.91%
2800 Fire Prevention	*12	3.17%
2900 EMA	2	0.53%
3610 Logistics/Support	3	0.79%
<b>Total</b>	<b>378</b>	<b>100.00%</b>

\*One position in Fire Prevention approved but not funded.

## 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, 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 maintains a Georgia certified law enforcement agency. This division also investigates fires for cause and origin and is responsible for prosecution of fire related criminal activity and responds to customer inquiries and complaints.

### **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 359 sworn personnel and 1 clerical position. The City is divided into 3 battalions with a minimum of 91 personnel on duty per shift. Personnel work a 24/48-hour work schedule. The Division responds multiple units to the majority of approximately 40,000 emergency alarms annually. The division operates from fourteen stations which house a total of thirteen engines, five quints, two squad companies, one Georgia Search and Rescue (GSAR) heavy rescue unit, and ten advanced life support ambulances (four operated by private ambulance services).
- The division has Infrared Imaging systems on every Engine Company, Ladder Company and Squad throughout the department. Each apparatus is equipped with an Automatic External Defibrillator and a full compliment of First Responder equipment. In addition, nine apparatus are equipped with an autopulse device (this device performs automated CPR compressions).
- Mobile Data Terminal installations are 100% complete and training is being conducted. The MDT/AVL's will provide emergency vehicles with instant access to 911 data and provide vehicle tracking and mapping information for a more timely and efficient response to emergency alarms.

### **Logistics/Support**

- The Logistics/Support Division, under the direction of the Administrative Deputy Chief, 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 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, under the direction of the Training Chief, 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 by the Department of Fire and Emergency Medical Services.

## **Emergency Management**

- 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-imbursement and for federal grant funding by meeting all requirements established by federal and state governments. An example of this is the re-imbursement received by the City of Columbus for overtime, vehicle costs and other costs associated with the response to the March 1, 2007 tornado incident. This re-imbursement from FEMA totaled \$ 777,666.

## Budget

The Department is funded through the Columbus Consolidated Government’s General Fund Budget. The Department’s fiscal year 2010 approved budget was **\$24,569,788**.

<b>Fire and Emergency Medical Services</b>				
<b>Fiscal Year 2010 Approved Budget</b>				
<b>Agency/Org</b>	<b>Description</b>	<b>FY2009</b>	<b>%</b>	<b>Operating</b>
410-1000	Chief of Fire & EMS	\$414,627	1.69%	\$0.00
410-2100	Fire & EMS Operations	\$21,153,054	86.09%	\$713,302
410-2600	Training	\$1,103,824	4.49%	\$318,937
410-2800	Fire Prevention	\$782,078	3.18%	\$23,148
410-2900	Emergency Management	\$197,582	0.81%	\$27,652
410-3610	Logistics - Support	\$918,623	3.74%	\$741,678
<b>Total</b>		<b>\$24,569,788</b>	<b>100.00%</b>	<b>\$1,824,717</b>

## Capital Improvement Program

In 2001 the Insurance Services Office (ISO) review noted improvements to provide a timely and consistent emergency response throughout the community. The 2001 ISO improvement statement noted that the city needs 8 additional engine companies to receive maximum credit in this area. The department is scheduled for re-evaluated by ISO in 2011.

## Capital Projects

The construction for station 2 has begun and is expected to be completed 2010. The passage of the Local Option Sales Tax in July 2009 provided funding mechanism for land acquisition and/or construction for replacement of station 9 and additional stations 16, 17 and new training facility.

### In Progress

- Station Two, to be located at 1045 – 33<sup>rd</sup> Street (completion date 2010)

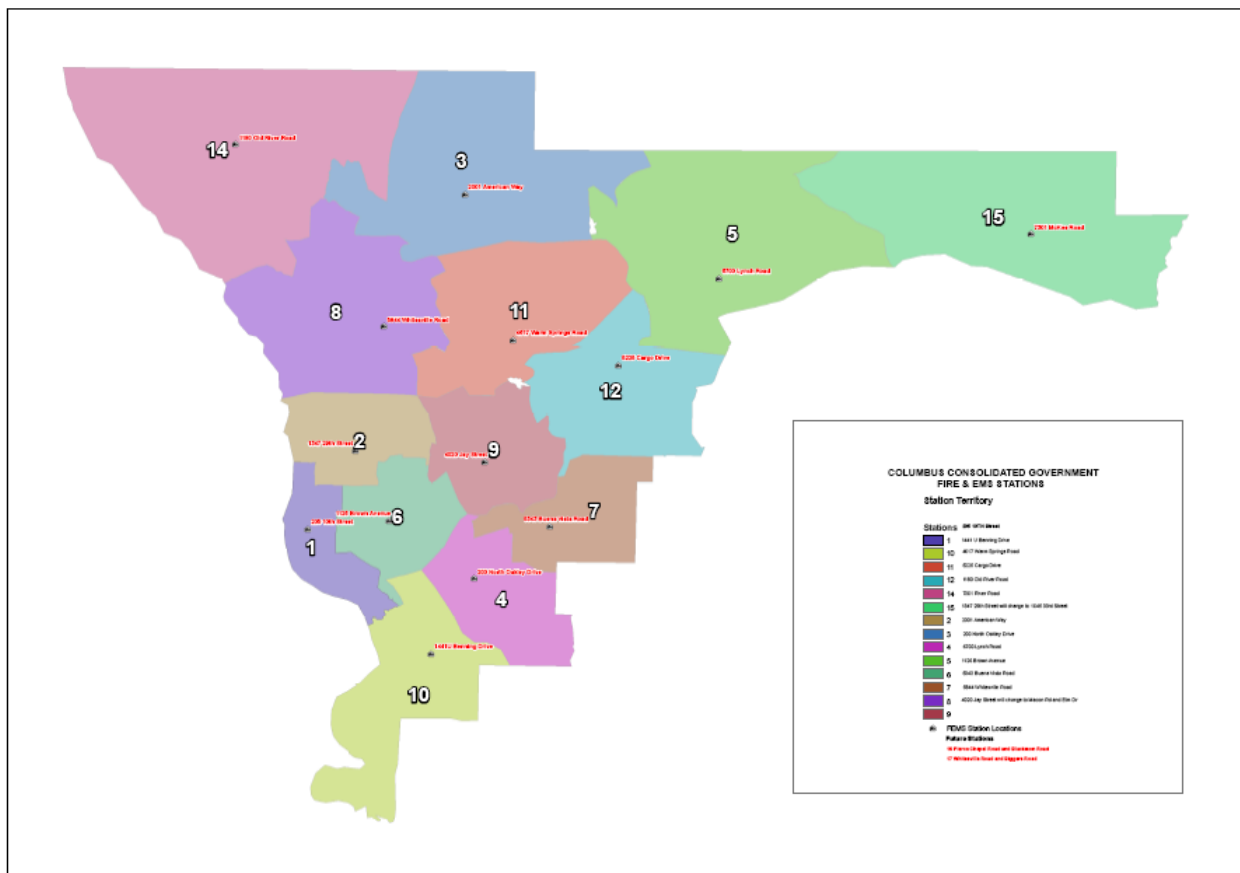
**Planning:**

- Station Nine location to be determined

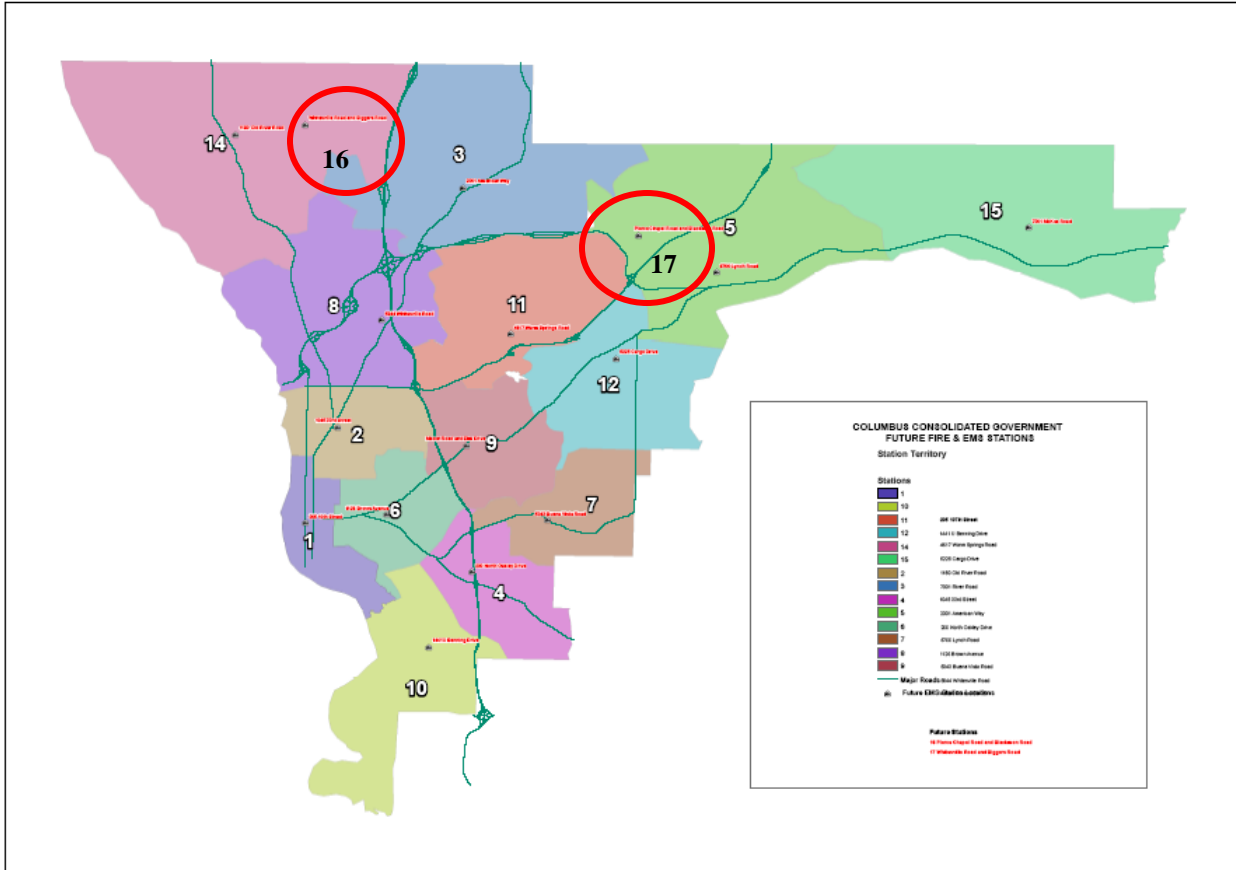
**Proposed Additional Stations and Unit Assignments:**

- In the area of Pierce Chapel Road and Blackmon Road (station 16)
- In the area of Whitesville Road and Biggers Road (station 17)
- Additional Quints at Stations 3, 5, 10 and 11
- Additional Ambulances at Stations 3, 9, and 12

**Current Station Locations**



**Future Station Locations (Stations 16 and 17)**



**Current Station and Emergency Vehicle Locations  
2010**

Station Locations	Units Assigned
Station One - Tenth Street	B1, E1, L1, M1, B1, R-1, R-2, R-3
Station Two - 29 th Street	E2, M2
Station Three- American Way	E3
Station Four – North Oakley Drive	E4, L4, M4
Station Five – Lynch Road	E5, M5
Station Six – Brown Avenue	E6, L6, M6, S6, D6
Station Seven – Buena Vista Road	E7, M7
Station Eight – Whitesville Road	E8, L8, M8, B2
Station Nine – Jay Street	E9
Station Ten – Benning Drive	E10, M10, M16
Station Eleven – Warm Springs Road	E11, S11, M11
Station Twelve- Cargo Drive	L12, B3
Station Fourteen – Old River Road	E14
Station Fifteen – McKee Road	E15, Command Bus

**Summary of Future Capital Improvement Projects  
Project Cost per Unit**

Project	Qty	FY 2008 Mid-year	Qty	FY 2009	Qty	FY 2010	Qty	FY 2011	Qty	FY 2012	Qty	FY 2013	Qty	FY 2014
<b>Construction/Land</b>														
Station 2			1	\$1,780,000.00										
Station 9			1	\$1,780,000.00										
Station 16					1	\$1,869,000.00								
Station 17					1	\$1,869,000.00								
Furniture and equipment for station 2			1	\$50,000										
Land for Future Station 9			1											
Land for Future Stations 16 and 17			2	\$2,315,250.00										
Training Facility everything included					1	\$10,835,000.00								
<b>Personnel</b>														
Personnel Station 10			1	\$422,138.00										
Protective Clothing			15	\$22,500.00										
Personnel Station 16 & 17			2	\$1,366,462.00										
Protective Clothing			30	\$45,000.00										
Overtime				\$225,000.00										
Inspector			1	\$40,800.00										
Personnel EMA Planner			1	\$35,000.00										

*Columbus Fire and Emergency Medical Services Strategic Plan Update 2010*

Project	Qty	FY 2008 Mid-year	Qty	FY 2009	Qty	FY 2010	Qty	FY 2011	Qty	FY 2012	Qty	FY 2013	Qty	FY 2014
<b>Equipment/Maintenance</b>														
Protective Clothing (existing personnel)	100	\$130,000.00	200	\$260,000.00	100	\$130,000.00					100	\$156,000.00	200	\$312,000.00
Firehouse Software Full Implementation	1	\$30,000.00												
Bay Doors	18	\$66,600.00	8	\$31,080.00	6	\$24,480.00								
Security systems			6	\$9,000.00	9	\$13,500.00								
SCBA Cylinders			8	\$7,200.00	12	\$10,800.00	10	\$9,000.00	28	\$25,200.00	7	\$6,300.00	28	\$25,200.00
MDT/AVL Upgrade	20	\$200,000.00	20	\$200,000.00										
Aircard for MDT/AVL	30	\$6,000.00												
Aircard for MDT/AVL Annual fee	30	\$18,000.00												
Rescue Airbags			2	\$14,000.00	2	\$14,000.00								
Thermal Imagers			3	\$27,000.00	3	\$28,350.00	3	\$29,768	3	\$31,256	3	\$32,819		
AED's	5	\$9,000.00	5	\$9,000.00	5	\$9,000.00	12	\$21,600.00						
Evacuation chairs			5	\$12,000.00	4	\$10,080.00								
<b>Emergency Vehicles (Cost/Vehicle with equipment)</b>														
Emergency Watercraft	1	\$15,000.00	3	\$30,000.00										
Engines	2	\$716,626.00	1	\$358,313.00	1	\$376,279.00	4	\$1,576,576.00	1	\$413,852.00			2	\$910,474.00
Quint			1	\$909,563.00			1	\$1,046,000.00			1	\$1,150,597.00		
Ambulances	2	\$426,450.00			2	\$427,772.00	1	\$235,080.00	1	\$246,834.00	2	\$518,350.00	1	\$271,518.00
Command Vehicles	3	\$111,000.00									3	\$138,750.00		
Staff Vehicles	9	\$225,000.00	7	\$175,000.00	9	\$225,000.00	2	\$55,124.00					2	\$63,814.00
<b>Totals Per Year</b>		<b>\$1,778,676.00</b>		<b>\$10,024,306.00</b>		<b>\$15,722,261.00</b>		<b>\$2,973,148</b>		<b>\$717,142</b>		<b>\$2,002,816</b>		<b>\$1,583,006.00</b>

**Completed**

\*Per Unit Cost projections reflect a 5% increase per year as directed by the City Manager's Office.

## **All Hazard All Emergencies Mutual Aid Agreement/Automatic Aid**

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.

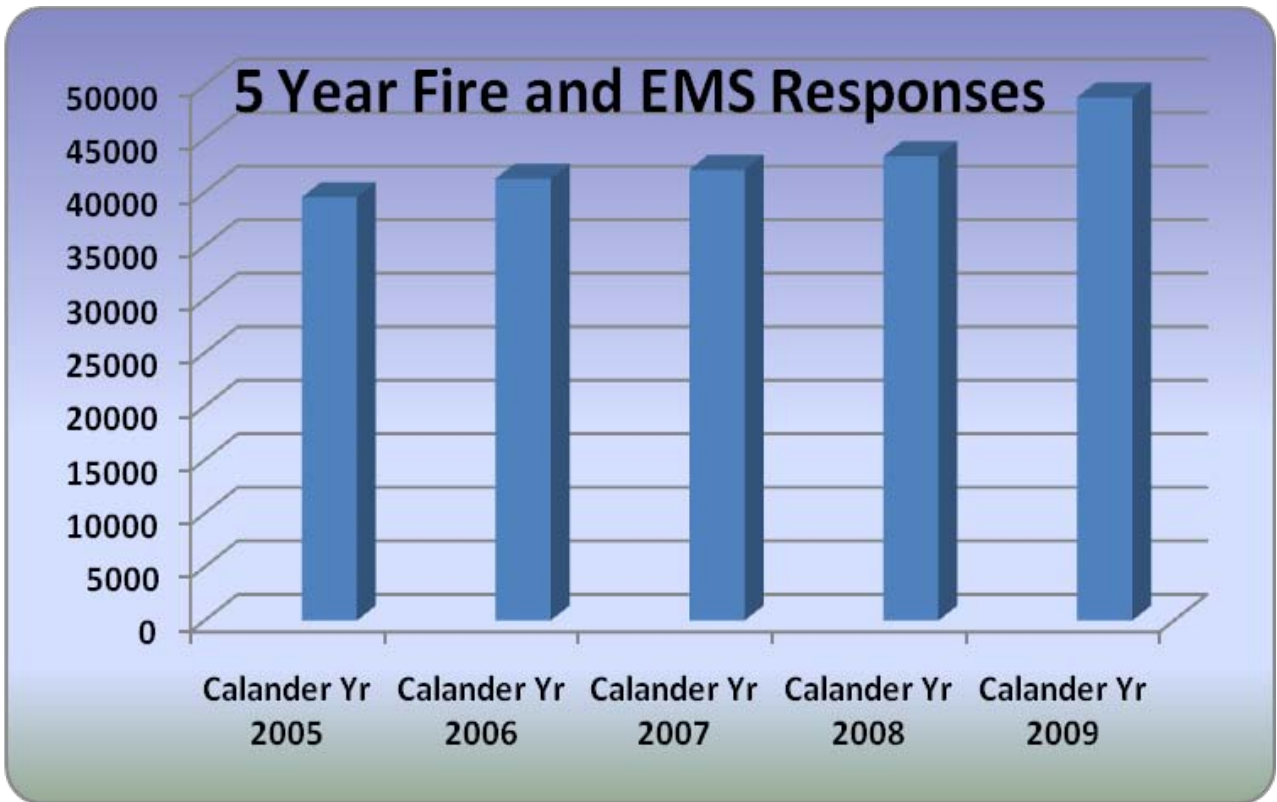
The Department does not maintain an automatic aid agreement with any agency. This is due primarily to the fact that the surrounding departments are either not strategically located or staffed to respond within our jurisdiction in a timely manner. The location of both the Fort Benning Fire Department and Phenix City Fire Department stations do not provide a more timely primary or secondary response than existing Columbus Fire and Emergency Medical Services stations.

## **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 emergency. The Red Cross provides temporary shelter and other resources for families during crisis situations. The Salvation Army frequently responds to emergency scenes to provide emergency responders support by providing meals and drinks. Regardless of the length of the operation the Salvation Army remains on site until released by the Incident Commander.

### HISTORICAL DATA 2005-2009



## **Assumptions for Planning**

- CFEMS plans to increase the current level of emergency and non-emergency services to meet projected population growth
- Economic Development of South, North and Northeast of the city will increase
- Emergency Calls will Continue to Increase
- Equipment and Vehicle replacement needs will increase
- ISO will Evaluate the City in 2011
- Department will Maintain International Accreditation
- The Department serves a community of approximately 220 square miles with a population of 188,660 residents
- Columbus is the retail hub of a Metropolitan Statistical Area (M.S.A.)
- Base Realignment and Closure (BRAC) commission will move the Armor Training Brigade to Ft. Benning which will increase the MSA by approximately 30,000 people by 2011. This change will increase the need for emergency services in the community.
- Additional resources (facilities, staffing and equipment) will be required to meet the future needs of the community.
- Mutual Aid All Hazards/All Emergency Agreements will remain in place with surrounding jurisdictions.
- 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 as necessary.
- Several national and international companies maintain their headquarters in Columbus, Georgia including Synovus, TSYS, AFLAC and Carmike Cinemas
- Based on historical data the City of Columbus may sustain a significant weather event causing serious property damage that will tax resources
- National Homeland Security initiatives will continue being developed, thus requiring local Government's involvement and implementation to remain eligible for preparedness funding

- Based on the growth in South Columbus (multi-story buildings) an additional ladder company is needed.
  - 1801 Victory Dr – Value Place Hotel – 4 stories – 2 buildings 40,000 sq ft each
  - 3662 Victory Dr – Suburban Lodge Hotel – 3 stories – 60,000 sq ft
  - 3390 N. Lumpkin Rd – A Victory Crossing Apartment Complex 3 story buildings
  - 3389 Victory Dr- Candlewood Suites 4 story hotel
  - 3901 Victory Dr- Holiday Inn Express 5 story hotel at
  - 3351 North Lumpkin Rd- Lumpkin Park Apartments 3 story 5 - 50,000sqft buildings
  - 3737 Cusseta Rd- Avalon Apartments 3 & 4 story apartment
  - 3800 S. Lumpkin Rd – National Infantry Museum – 3 & 4 story (due to height of building)

The City of Columbus Comprehensive Plan utilizes thirteen (13) planning zones (a group of contiguous census tracts) for planning purposes. The comprehensive plan projects significant growth in planning zones 1, 2, 3, 4, 9, 11, 12 and 13. This area, prime for development, comprises the northern and eastern sections of the county, a predominantly rural area with a low-density residential and agricultural zoning classification. Projected growth for this area includes high-density residential, commercial and light industry development. The development will increase the demand for emergency services.



## **Strategic Plan Update**

January 2010

The Department of Fire and Emergency Medical Services has made great strides in accomplishing the goals and objectives stated in the initial 2002 Strategic Plan. This update shall serve as notification of the improvements and subsequent evaluation of future needs. Please review the following accomplishments:

- Department reorganized
- Two stations closed due to excessive estimated repair costs
- Stations 3, 7, 10, 12, 14, and 15 completed
- Station 2 under construction
- Two new quints, six engines, three ambulances, 3 Battalion Chief Command vehicles, GSAR vehicle and hazardous materials truck
- International Accreditation achieved 2002 and reaccreditation in 2007. Annual compliance has been met every year.
- Thermal imaging units assigned to all fire response emergency vehicles
- Nine Autopulse devices placed in service
- Promotional process developed and implemented
- The department completed our involvement in developing new job descriptions
- Rules-Regulations Manual updated and published annually Standard Operating Guidelines updated and published
- Mobile Data Terminal/Automatic Vehicle Locator (MDT/AVL) installation 98% completed
- Grants approved totaling approximately \$6,000,000
- Smoke Alarm Grant successfully completed
- Submitted grants for Fire Safety House, Flammable liquids and pressurized containers props
- Engine 1, 4, 5, 6, 8, 10 and 15 designated as Paramedic Engine companies
- Engine 3, 7, 9, 11 and 14 designated a basic life support Engine companies
- In-house EMT and Paramedic training program. To date the Department has trained:
  - 45 EMT-P's (20 currently in class)
  - 196 EMT-I's (16 currently in class)
  - 6 EMT-B's
  - All other personnel are trained at the First Responder level.
- Emergency Operations Plan and Hazard Mitigation Plan updated and approved by GEMA
- Increased use of electronic reporting through Lotus Notes databases

**2010 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.**

Strategies & Actions:	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 EMT-I training courses during initial training	Annually	Ongoing	Carter, Keaton, Herlth
2. Offer and conduct EMT-I training to all remaining firefighters (after classes are offered EMT-I will be a condition to be eligible for promotion to Sergeant in 2011)	12 Months	Scheduling	
3. Conduct in-house EMT-B training courses for fire sergeants and officers	Scheduling	Planning	Keaton, Herlth
4. Conduct in-house Paramedic training courses	Continuous	Ongoing	Bader
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

**Focus Area: Commission on Fire Accreditation**

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

Strategies & Actions:	Timeframe	Status	Accountability
A. To implement an appropriate data collection and analysis process for the purpose of evaluating performance and formulating decisions related to the deployment of department resources.	Continuous	Coordination	Starling/Higgins
1. Coordinate with IT to formulate appropriate data analysis files to track relevant data a. Turn-Out Time b. Travel time for all resources responding to fire calls c. Travel time for all resources responding to technical rescue and haz-mat calls d. Pre-Fire Planning e. Hydrant Inspections f. Emergency vehicle out-of service information	Immediate	Implemented	Higgins
B. Develop a standard system to ensure the continuous update of all Accreditation files.	Continuous	Coordination	Higgins
C. Risk Assessment will be reviewed and updated annually	Annually	Planning	Staff
D. Implement training on MDT a. All emergency units to utilize the MDT to track response data			Futrell/Higgins/ Smith

***Focus Area: Logistical Support of Operations***

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

Strategies & Actions:	Timeframe	Status	Accountability
A. To plan for and seek funding for the construction of station 9 and two (2) new stations.	Long Term	Ongoing	Lang
B. To plan for and seek funding for the placement of a Quint (with 5 personnel/squad) at Station 10.	Long Term	Ongoing	Futrell
C. To hire additional personnel that will provide adequate staffing on current and planned emergency response units.	Long Term	Ongoing	Starling
D. To maintain a department staffing level at 98% for field positions.	Intermediate	Ongoing	Futrell
E. To purchase additional apparatus sufficiently equipped to meet Insurance Services Office (I.S.O.) and National Fire Protection Association (NFPA) requirements.	Intermediate	Ongoing	Higgins/Martin
F. To purchase ambulances sufficiently equipped to meet Georgia Department of Human Resources requirements.	Intermediate	Ongoing	Higgins/Martin/ Harrell/Morris

**Focus Area: Operations**

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

Strategies & Actions:	Timeframe	Status	Accountability
A. To ensure the most efficient, effective, and safe response is made to all emergencies.			
1. To ensure turnout time is less than 90 seconds 90% of the time on all responses.	Short Term	90%	Battalion Chiefs
2. The service level objectives for fire responses are to have the initial responding fire apparatus to arrive within six (6) minutes of dispatch 90 % of the time and the initial full alarm assignment to arrive within eight (8) minutes 90 % of the time.	Short Term	90%	Battalion Chiefs
3. On potentially life threatening medical calls, the first due unit should arrive within six (6) minutes of dispatch 90 % of the time.	Short Term	92%	Battalion Chiefs
4. The advance life support EMS unit should arrive on the scene within eight (8) minutes of dispatch 90% of the time.	Short Term	90%	Battalion Chiefs
5. To ensure the travel time to fire calls for all resources identified in the department’s standard of cover is made within ten (10) minutes of dispatch 90% of the time.	Short Term	90%	Battalion Chiefs
6. To ensure the travel time to all technical rescue and haz-mat emergencies is made within 15 minutes of dispatch 90% of the time.	Short Term	100%	Battalion Chiefs
7. To complete primary search for occupants at structure fires within five (5) minutes of arrival of first in company.	Short Term	100%	Battalion Chiefs
8. To conduct quality assurance reviews of pre-hospital emergency medical care is consistent with an established Quality Assurance Plan.	Short Term	100%	Harrell
9. To ensure all hydrants are inspected and the information recorded bi-annually.	Short Term	Ongoing	Battalion Chiefs
10. To ensure pre-fire planning training is conducted and the information recorded bi-annually.	Short Term	Ongoing	Battalion Chiefs
11. To ensure the testing of all hose is conducted and recorded annually.	Ongoing	Ongoing	Battalion Chiefs
12. To ensure all aerial and ground ladders are tested annually.	Ongoing	Ongoing	Smith
13. To provide the most current technical rescue and biological/chemical equipment to safely meet all Federal, State, and local guidelines.	Ongoing	Ongoing	Morris/Futrell
14. To ensure filed personnel meet or exceed Insurance Services Office in-station training hours as identified by the Training Chief: 20 hours/month, totaling a minimum of 240/year.	Ongoing	Ongoing	Company Officers/Training

**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.

Strategies & Actions:	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"> <li>1. Hazardous Materials</li> <li>2. Cardiopulmonary Resuscitation (CPR)</li> <li>3. ACLS bi-annual Recertification Training for Firemedics and Paramedics</li> <li>4. Pumper and Aerial Operations</li> <li>5. Defensive Driver Training</li> <li>6. Infection Control</li> <li>7. Emergency Medical Training</li> <li>8. Firefighter Recruit Training NPQ</li> <li>9. Mutual Aid Training</li> <li>10. Rescue (High Angle, Swift Water, Confined Space, etc.)</li> <li>11. NIMS Training</li> </ol>	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"> <li>1. 24 hours Single Company Drills (2)</li> <li>2. 12 hours Multi-Company Drills (2)</li> <li>3. 6 hours Night Drills (2)</li> <li>4. 20 hours monthly Company Training</li> <li>5. 12 hours Officer Leadership Training</li> <li>6. 12 hours Driver and Operator Training</li> <li>7. 40 hours New Driver and Operator Training</li> <li>8. 3 hours of Hazmat/ Radioactivity Training</li> <li>9. 240 In House Station Training</li> </ol>	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

**Focus Area: Recruitment/Retention**

Goal: To recruit, employ, and retain a professional and diverse workforce.

Strategies & Actions:	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	Starling
2. To initiate a dialog with local colleges, universities, and high schools concerning CFEMS employment opportunities.	Intermediate	Planning	Higgins
3. To communicate CFEMS employment opportunities by participating in area job fairs.	Short Term	Ongoing	Thomas
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	Starling
2. To communicate CPAT testing opportunities to prospective candidates.	Short Term	Ongoing	Higgins
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	Starling
2. To improve the communication and understanding of employee benefits.	Ongoing	Planning	Starling
3. To continue to conduct annual health screens.	Annual	Annual	Smith
D. To develop a pre-employment examination for all prospective employees.	Ongoing	Ongoing	Higgins
E. To develop a system to track and identify mechanisms of injuries and identify solutions to reduce on-the-job injuries.	Ongoing	Planning	Higgins

**Focus Area: Fire Prevention/Community Awareness**

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.

Strategies & Actions:	Timeframe	Status	Accountability
A. To ensure OCGA Title 25 compliance through annual Life Safety inspections of identified occupancies.	Annual	Ongoing	Streeter
B. To re-inspect occupancies found to be in violation of the International Fire Code within 10 working days after the violation has been documented.	Annual	Ongoing	Inspectors
C. To inspect local nightclubs to ensure compliance with International Fire Code.	Annual	Ongoing	Investigators
D. To ensure the International Fire Code concerning fire exit drills for all educational facilities are met annually.	Annual	Ongoing	Inspectors
E. To conduct fire safety awareness programs to the public and business community.	Annual	Ongoing	Streeter
F. To complete all initial phases of plan review for fire alarm/suppression systems within 5 working days after being assigned to Fire Prevention personnel.	Annual	Ongoing	Turner
G. To develop fire prevention programs specifically targeted to address the cause of fires as identified through the analysis of fire investigative reports. <ol style="list-style-type: none"> <li>1. Put into place a system to capture relevant fire cause determination data.</li> </ol> Analyze data for trends and formulate programs to reduce future loss and decrease injuries/deaths.	Long term	Planning	Streeter

**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.**

<b>Strategies &amp; Actions:</b>	<b>Timeframe</b>	<b>Status</b>	<b>Accountability</b>
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. <ol style="list-style-type: none"> <li>1. Conduct one full-scale exercise every three years.</li> <li>2. Conduct one functional exercise every year</li> <li>3. Conduct one tabletop exercise every year.</li> <li>4. Identify other training opportunities</li> </ol>	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	Singley
E. Identify training and education needs that will prepare First Responders for “All Hazard” response.	Ongoing	Ongoing	Singley
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. Complete the requirements of the Presidential Directive 5 “National Incident Management System”.	Ongoing	Ongoing	Land