

# Columbia Fire Department



2018-2021 Strategic Plan



# **COLUMBIA FIRE DEPARTMENT**

## **2018-2021 Strategic Plan**



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# COLUMBIA FIRE DEPARTMENT

## 2018-2021 Strategic Plan

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## 2018-2021 Strategic Plan

### Executive Summary



The Columbia Fire Department's 2018-2021 Strategic Plan is established to provide clear direction for the department over the next few years. This plan will ensure we meet both internal and external customers' expectations as we follow our vision statement.

*We are committed to providing highly trained professionals who are well equipped to respond effectively to the needs of our customers.*

The strategic plan was written following the guidelines laid out in the Commission on Fire Accreditation International (CFAI) Fire and Emergency Services Self-Assessment Manual 9<sup>th</sup> edition. The development of this plan was completed in several phases. First was to develop, publicize and execute an external customer survey, which asked a variety of questions about our services, strengths, weaknesses, and how we could better serve them. Next, an internal S.W.O.T. (strengths, weaknesses, opportunities, threats) analysis was conducted by department mem-

bers. Following this exercise, an internal focus group was formed to compile the data and determine the goals, objectives, and critical tasks necessary to move the organization forward.

Through this process, the internal focus group developed six overarching strategic goals;

- Enhance and improve the training experience
- Create and foster an educational environment for city and community leadership
- Strengthen community outreach programs and increase our engagement with all citizens
- Improve and enhance fire service coverage in the City of Columbia
- Enhance our health and wellness program
- Increase Fire Department recruitment efforts

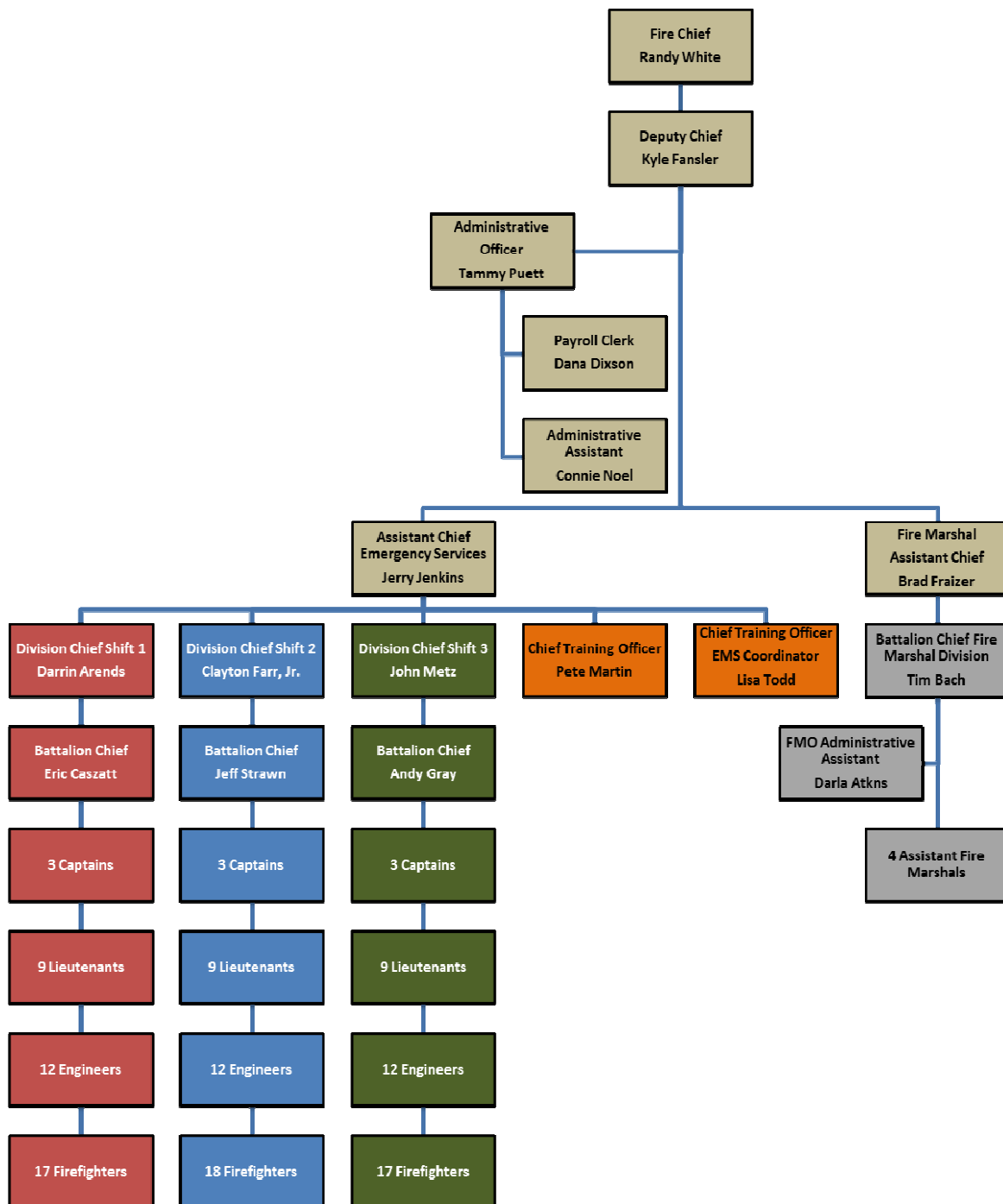
To ensure we make progress on these goals, we have broken them down into objectives and tasks. Each task has an owner that will be working to complete each component within the established timeline. As an organization, we understand there are many outside forces that will affect the progress of this plan and will require flexibility at times. In our process we will conduct monthly reviews to ensure progress on items as well as conduct an annual update to the plan as a whole. These updates will then be published.

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### Organizational Chart



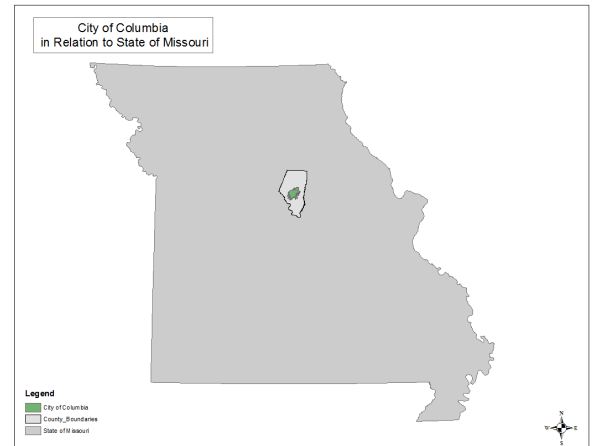
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### Community Background

In 1818, the Smithton Land Company purchased over 2,000 acres and established the village of Smithton near the current day downtown Columbia. In 1821, the settlers moved closer to a water supply located between the Flat Branch and Hinkson creeks, and renamed the settlement Columbia.



From its founding in 1821 with an initial population of 200, the City of Columbia currently covers approximately 65.51 square miles, is home to approximately 120,612 residents and is the state's fourth most populous metropolitan area. It continues to be the county seat for Boone County and is home to several institutes of higher learning, notably the University of Missouri (1839), Stephens College (1833), and Columbia College (1851).

Steadily growing in population, the City of Columbia has become known for three of its economic foundations; education, insurance, and medical care. It is currently the home of two hospital systems, the University of Missouri Hospital and Boone Hospital. Four major insurance companies house their national headquarters within our city limits; State Farm, Shelter, Missouri Employee Mutual, and Veterans United. All of which provide the city with significant job opportunities.

The University of Missouri's flagship campus is an economic driver in the area, employing large numbers of residents as well as those employed in the businesses that service and support the University. It is also home to one of the largest research nuclear reactors in the nation.

Recent strides have also been made to make Columbia a tourism destination. Festivals such as Roots-and-Blues, True/False Film Festival, Lady Jane Film Festival, as well as many other small venues have helped to establish Columbia as a cultural event city.

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### Organizational Background

The first fire department in the city was actually a group of forty-eight citizens who organized together in the spring of 1875 to form the Columbia Fire Company. They were a voluntary group, and their equipment consisted of a hand pumper (which was pushed by men to the scene), some leather hose, buckets and two ladders. A historic fire in 1892 shaped the future of the City of Columbia as well as the eventual Columbia Fire Department when Academic Hall at the State College (which later became the University of Missouri) was completely destroyed by fire. The citizens of Columbia rallied and pledged more than \$50,000 to rebuild the University so it would remain in Columbia, as well as meet legislature's requirements that Columbia provide effective fire protection for the University.



Columbia's first paid professional fire company was organized in April of 1901. They operated off a fire wagon pulled by two horses. It carried hose, ladders, chemical extinguishers and other firefighting tools. In 1913, the fire department purchased its first motorized fire truck and launched a fire prevention program which consisted of building inspections and public awareness/prevention.



The City of Columbia has had a paid department since April of 1901, but it wasn't until 1964, that Code 1964, Ordinance No. 9.150 was adopted by the City which formally created the Columbia Fire Department as a paid department.

Today, the Columbia Fire Department employs 141 highly skilled, trained and dedicated men and women. Three shifts, operating 9 stations, provide Columbia with 24-hour emergency services protection year-round.



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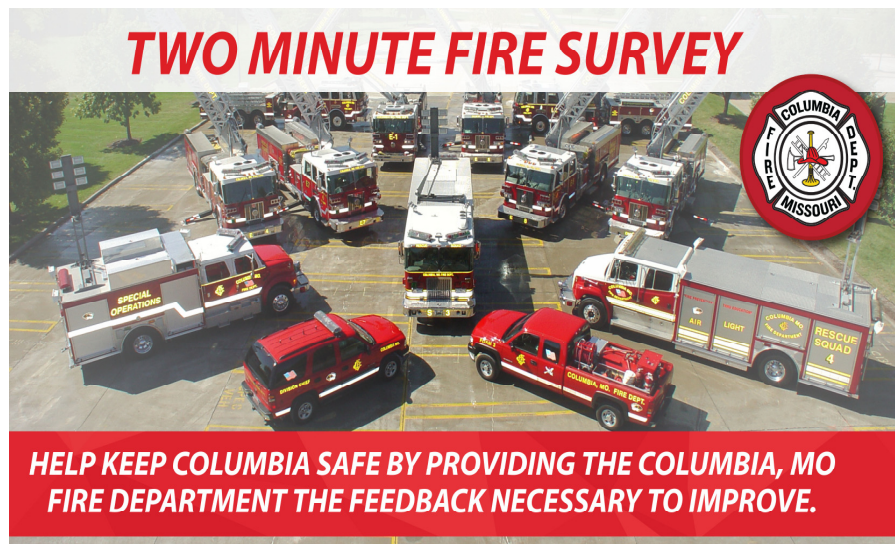


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### Community Stakeholder Process

The Columbia Fire Department understands the vital importance of community stakeholder's input. We highly value our commitment to our community members, and community satisfaction is what drives us to become a department that can best meet the needs of our customers. We determined the most effective way to gain that input from our community stakeholders was through an online survey. The survey was distributed through the use of several social media platforms as well as printed copies which were given to several liaisons whom were out in the community. A total of 339 surveys were returned and used in the process. The survey asked the following questions of our stakeholders:

1. Rank the service priorities
2. Identify organizational strengths
3. Identify organizational weaknesses
4. Identify services that would be beneficial to add
5. Identify the biggest challenges facing the organization
6. Rate your experience with the organization
7. Rate the effectiveness of the organizations public education, information, and fire prevention messages
8. Rank information delivery platform preferences





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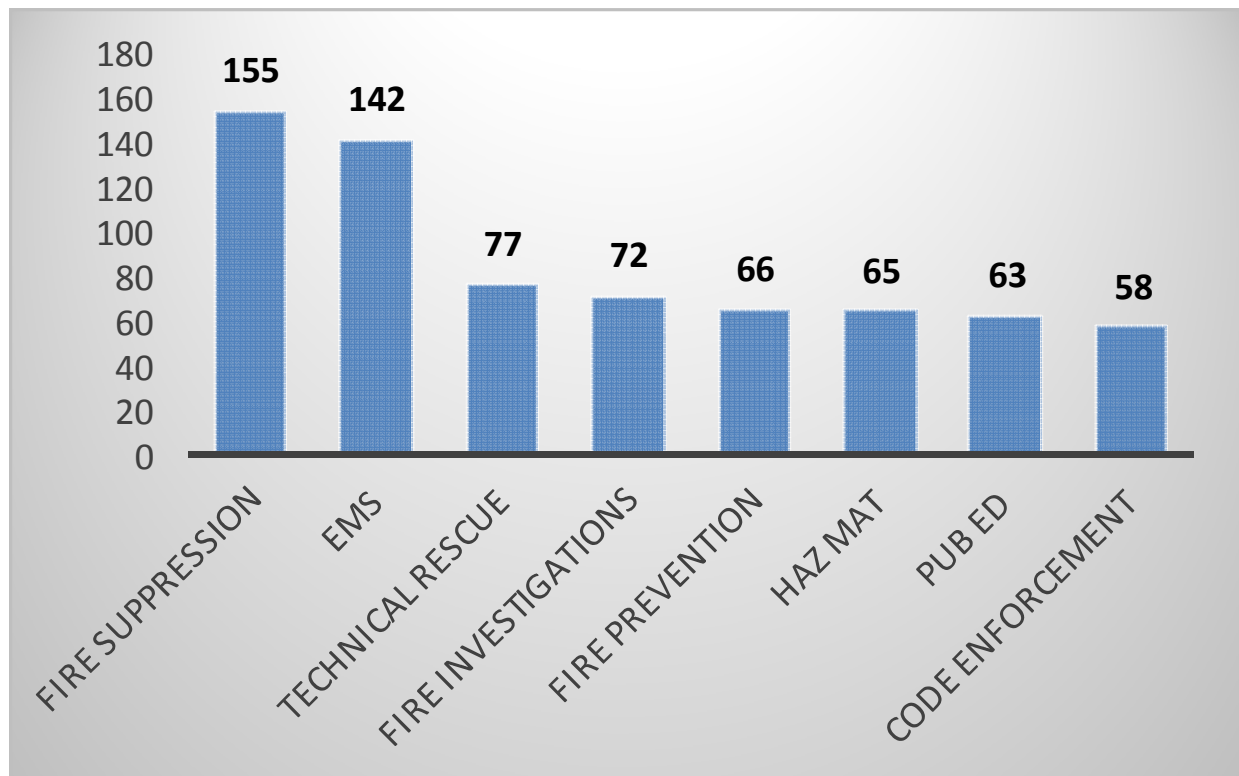


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### External Stakeholder Survey Findings

#### Program Priorities

Understanding and valuing what the community views as the most important aspects of the services we provide is important to develop strategies moving forward. The stakeholders were asked to rank eight programs from their highest priority to lowest priority. Below are the results.



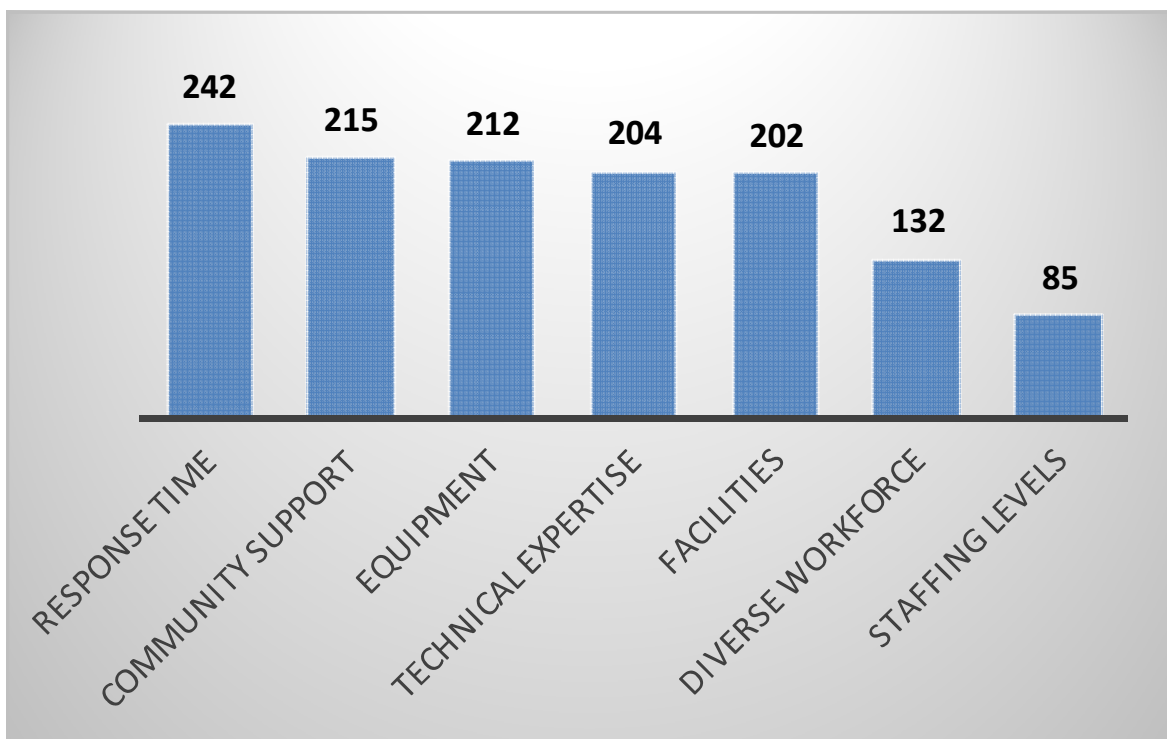
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### What we do well

The stakeholders were given eight categories and asked what they felt the Columbia Fire Department does well. Each participant could mark multiple responses.



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### Additional Strengths

The stakeholder survey asked participants to list any additional strengths that they as customers saw in our organization. Below are the results, as stated on the survey, in no particular order.

1. Your equipment looks nice and up to date.
2. I feel we have a very strong fire department and we should work hard to keep that level.  
Reputation in the community is very good generally.
3. Training
4. Professionalism shown by all members of the fire department
5. Customer service/relations
6. Cooperation with Boone Fire
7. My husband has health issues, lucky I live close by a station, the response time has been quick, very professional and caring.
8. The Fire Explorers Program introduces many to the Career, such as myself, in advance, preparing one for said Career.
9. My son was an active member of the Explorer program. I think this is an extremely valuable asset.
10. I have two children and ANY time they see my kids they are acknowledged and it makes my kids day every single time. Your ties with your community are impressive.
11. I haven't had to use the fire department but I have seen their involvement in the community and they do a good job being a presence in our community.
12. Does a great job working within their budget we need more manpower or stations and I would like to see in-house EMS, meaning takeover the ambulance services
13. Speaking to kids about fire safety.
14. Every CFD employee I have encountered has been friendly
15. Keeping people calm in an emergency
16. There was one time I had a spider in my car and pulled into the fire station lot and a female firefighter came out to my car and asked if I was ok and I said no and she took the spider out for me. It was pretty awesome.
17. CFD firefighters are very dedicated

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### Additional Strengths (Continued)

17. Technical expertise for individuals specific to the type of apparatus.
18. Professional and compassionate group
19. I think we have one of the best Fire Departments in the State.
20. Friendliness to citizens
21. CFD firefighters are very dedicated
22. Brave
23. When you meet firemen at an educational event or at an emergency they are always professional and polite
24. I had a house fire at 1000 N. Eighth street on June 2nd 2017 and the firemen were Awesome and got the fire out with great speed. Thank you so much all of you.
25. Ability to assist citizens with other safety concerns and being available in the community.
26. The Fire Dept. has an excellent reputation. The staff knows where improvements need to be made. They need to educate the public about what is needed so we can support them.
27. Response to questions/concerns has always been prompt.
28. Customer relations
29. There exists a great need for additional fire stations and personnel.
30. Friendly
31. Your firefighters are terrific people. Helping, caring and compassionate people.
32. Friendliness of the firefighters



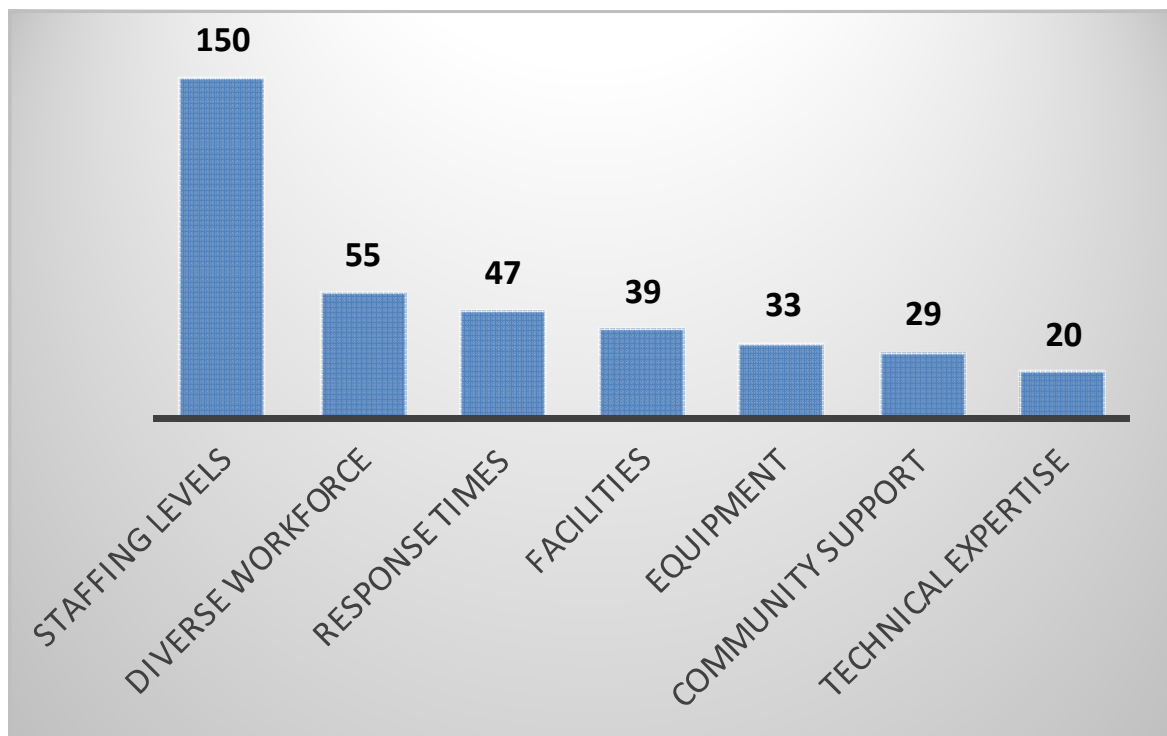
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### Where we could improve

The stakeholders were given seven categories and asked which ones they felt the Columbia Fire Department could improve. Each participant could mark multiple responses.





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### Additional Weaknesses

The stakeholder survey asked participants to list any additional weaknesses that they as customers saw in our organization, that we should know about. Below are the results, as stated on the survey, in no particular order.

1. The Columbia Fire Department should do more training with prescribed fire, so that the department may be better educated on wildland fire and its uses - not just suppression. Prescribed fire is appropriate in most areas within City limits. If the Fire Department was better trained on prescribed fire then you would be able to approve burn plans to allow the public to do more land management using prescribed fire. Prescribed fire is a tool for suppression and the better educated that we are on the topic the more use we will get from this tool.
2. It would be great to get the manpower to fill the vacancies that are already open as well as increase Staffing to add more stations. I think public education would help on this to get the community to understand that their insurance ratings for homeowners insurance are affected by Staffing levels with the current ISO rating. I see no reason why Columbia couldn't be a 1. This would help homeowners insurance greatly as well as business insurance. The response times will improve as Staffing levels are increased those days that one company at Station 3 or 1 company at Station 2 is closed is something that can be avoided through proper Staffing. I know this is a budgetary issue and not Chief White's fault period is very important for the city council understand that emergency services for the city of Columbia are more important than Parks and Recreation. Is very sad that the city Administration did not allow the past fire chief Chuck went to go out and talked about the need for an increased tax levy they did not let the police chief go out to talk about the same issues. Our city council needs to wake up and realize that terrorism can be affected by poor Emergency Services. The Columbia fire department is far from being a poor system but it's city council does not take action homeowners insurance rates going to go up business insurance is going to go up and people are going to no longer want to work for the Columbia Fire Department. Again if it were or not for the Fantastic Administration for this department we would be losing great men and women. We are fortunate at this point for Columbia to be one of the destination cities for people to come to work for as firefighters. I hope that Trend can continue
3. Spread thin and long response times to city peripheral.

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### Additional Weaknesses (Continued)

4. PIO...the PIO should be available around the clock. For what the current PIO is paid, there is no reason he shouldn't be available versus having an officer in operations handle the news crews.
5. Emergency responders should carry anti-choking devices (like Live Vac <https://lifevac.net>) in first responder vehicles.
6. Please keep the station in my ward or neighborhood staffed.
7. I think overall, CFD does well. I can't speak to response times (I've never had to call for fire, and live close to two fire stations so I don't think it would be an issue for me personally), but imagine you have issues on the edges of city limits. I also meant to put "diverse workforce" as a weakness, not a strength. I don't know the demographics of the workforce, but it seems fairly dominated by white males. This could be an area where better recruitment efforts are made.
8. Perform better on EMS calls, act like you want to be there, not waiting for something else to do.
9. Need more support from Council
10. I cannot think of one thing where the department is weak in the services they offer.
11. Need more support from Council
12. Child safety seat knowledge
13. Public education of do's and don'ts during fires. Public meetings. Public knowledge of Smart911.
14. The city needs to spend more money on the fire department. Equipment, personnel and facility upgrades. Already an outstanding fire department but could use more financial support.
15. More firefighters
16. I don't know if they have enough staff. I don't know if they have a diverse work force. I know police are short handed
17. Low pay
18. I think there needs to be more staff. Columbia is growing and it is affecting response times. I think the City of Columbia needs to focus on growth in FD and PD instead of other frivolous things such as spending \$\$ on the property at Broadway and Providence, building more parks and offering tax breaks to large corps.
19. Number of people per truck.

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### Additional Weaknesses (Continued)

20. Fire fighters should know more about fire alarms that are in most homes. Inadequate alarms gives a wrong sense of safety, earlier detection, event positioning, and linked alarms are needed, people should know what gases are emitted from things that are in your home.
21. I'd like to have help knowing more about smoke alarms and knowing who can help install them.
22. Constantly unnecessarily blocks the roadway.
23. Unbiased promotions in administrative level positions, thorough fire cause investigations.
24. The City of Columbia needs to hire more firefighters and better pay.
25. Our fire stations are understaffed, the equipment needs upgrading, and our firefighters are woefully underpaid.
26. Columbia needs to give you more support financially and in appreciating you.
27. With the city's growth more stations are needed to cover the outlying areas.
28. Mostly on average we see nothing but males on your service it would be nice to include more women of the firefighter world. For our daughters in the community and for women of different cultures to look up to or feel comfortable with. Also women feel more comfortable with certain emergencies if there's at least one woman present. I.e.. Domestic injury, childbirth, etc.
29. Need more stations for better response time. Your good now but could be better.
30. Diverse workforce really? I do not care what color the man is as long as he does the best he can to help in the situation.



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### Additional Services

The stakeholders were asked to share any additional services that would be beneficial to the community if added by the Columbia Fire Department. Below are the results, as stated on the survey, in no particular order.

1. Public training for prescribed fire within City limits. The department could also develop a burn plan approval process that is more sophisticated and better informed than the current process which is almost non-existent.
2. Advanced life support response. I'm not saying the city needs to take on the role of an EMS provider although that may increase some income for that apartment. It would be great 4 all engines and ladder trucks that run medical calls to be equipped for advanced life support. Most of the crew members are already paramedics so let's continue to train the ones that are not and add the equipment so allow the advanced skills to be used prior to the arrival of an ALS ambulance. Doing this would allow the hospitals to maybe staff a BLS truck as long as member from the fire department were allowed to remain with the patient during transport
3. Community risk reduction
4. Additional staffing, comparable salary for firefighters closer to the industry standard
5. I think the services are on point. The pressure is the growth of the department necessary to meet expectations. This is a good department.
6. Don't know what the options are.
7. ALS medical services.
8. Additional stations and personnel
9. ALS protocols with CFDs own ALS equipment to initiate treatment , rather than just being ALS assist with ambulance
10. Ambulance service
11. ALS
12. Emergency responders should carry anti-choking devices (like Life Vac <https://lifevac.net>) in first responder vehicles.
15. Increased water rescue equip. Additional resources for ARFF
16. Stations and staff as the city grows
17. To have more community teaching on how smoke detectors work. People do not need to waste tax payer money by calling 911 if their smoke detector battery is dead.

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### Additional Services (Continued)

18. Research cost effectiveness of adding a 2 person crew to respond to medical emergencies in a smaller vehicle reducing wear and tear on the larger, more costly apparatus.
19. More car seat safety awareness!!! Classes, events, appearances at random public locations.  
Car seat safety is SOOO important and not given nearly enough attention
20. Firebase ems
21. More car seat techs and public outreach days to help people get car seats installed correctly
22. Another rescue unit
23. Community Open Houses
24. I think there should be a small course in the lower grades in school teaching kids what small thing could start a fire in the home, i.e. playing with burners on stove, playing with a heater, lighting candles, playing with lighters and etc.
25. More public fire prevention initiatives
26. Another rescue unit
27. Certified child safety seat technicians and clinics.
28. More public education and information via meetings or website
29. Community outlet or showings about fire safety and household safety
30. Ambulance service
31. More children education and public training
32. I think if more things were added without adding staff they would not be able to do additional duties
33. More awareness of your programs. Such as the car seat safety/installation. So awesome!  
Grateful it's offered.
34. Let the community know how we can support you
35. FD based EMS
36. Full ALS on each truck.
37. A website for FRED ( fire ready every day) . This web could show how not to leave appliances plugged in at night, it could show pictures of appliances that catch fire such as dishwashers that most don't know. It could explain how quickly fire takes the oxygen from the air, pictures of how long flashover takes etc.



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### Additional Services (Continued)

- 38. Stick to core services and do them well.
- 39. Wish the city would cover cost of fire hydrants to neighborhoods. We had to pay for ours to serve 14 homes.
- 40. Needs to take medical ambulance from hospitals and add to fire department
- 41. Not sure their involvement with code enforcement. But it seems like they could be the 'muscle' to the code. For example: I do not want to own a house where the previous owner puts future house at risk because they decided to do their own electrical work. Instead of JUST the city's protective inspector's checking a house - maybe the fire department can somehow give it a "seal of approval" so I have more confidence the house is less likely to have an electrical fire. Not seeking a guarantee but a check. Wonder if other municipalities have helpful templates to look at?
- 42. Have meetings more for the citizen's to learn more about how to safely get out of a fire. And to teach there children not to be afraid of firemen helping them when seen. Teach them at a young age that there to help.



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### Future Challenges

The stakeholders were asked to share what they believe is the biggest challenge the Columbia Fire Department is facing or will be facing in the future. Below are the results, as stated on the survey, in no particular order.

1. Funding/Budget ( 44 comments)
2. City growth and response times (57 comments)
3. Staffing (33 comments)
4. Climate change is impacting our weather now, so that we are experiencing longer growing periods and increased periods of heat and drought. This combination will lead to fuel build up in our natural areas, public right-of-ways, private yards, etc. and will require regular maintenance to control wildland fire outbreaks. Prescribed fire is the proper management tool to prevent this fuel build-up. Increased mowing and the use of carbon emitting machines only increases the amount of greenhouse gases in our atmosphere exacerbating the impacts of climate change.
5. Retention of qualified firefighters when competing against other cities with higher wages.
6. Firefighters leaving Columbia for cities with higher pay and better benefits.
7. Rising cost of apparatus. Need for station replacement.
8. New Stations
9. Call volume
10. Recruitment of quality applicants
11. Hazardous materials calls will continue to increase.
12. The older buildings that are not up to code
13. Increasing population and traffic
14. Increased population of the city
15. Upper level city support
16. The Political good ol boy network not giving them the resources the FD needs
17. Fires

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### Future Challenges (Continued)

18. Healthy employees, unfortunately as the employees get older they seem to get a lot fatter and that would make it harder for them to respond.
19. Job pool
20. Keeping great fire fighters
21. Resources. At least nationally, the FD gets called for almost all types of emergency calls or injuries. Somebody fell while drunk and has minor cut? Call the FD. Meanwhile, the staff is too busy helping their community to explain the concept of triage to decision-makers.
22. Taller buildings
23. Recruitment of qualified firefighters
24. Turn over
25. Recruiting, hiring, and keeping qualified quality personnel.
26. Having the most up to date equipment to help in their job.
27. Paying retirement benefits.
28. Accidents from dwi drinking
29. Aging equipment and facilities as well as the inability to compete with salaries.
30. Pay rates; retaining valued employees
31. Traffic
32. Keeping up with up to date equipment and payrolls
33. City manager is not proactive enough with CPD and CFD needs to push for more revenue for both



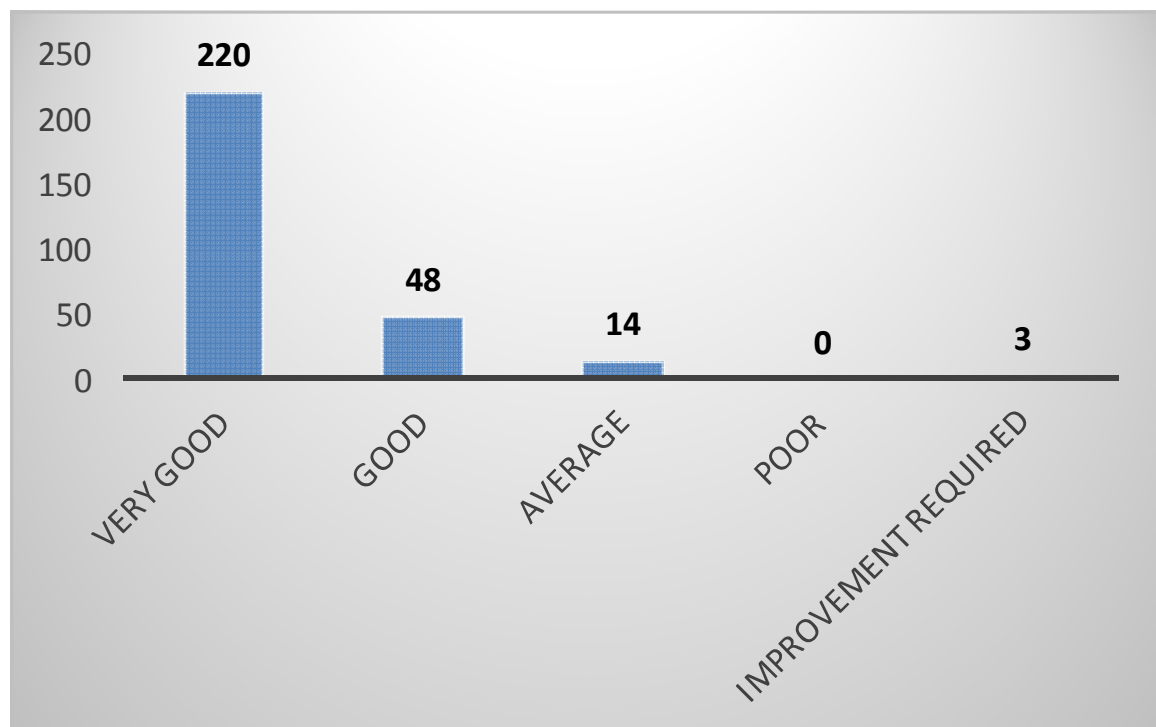
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### Customer Experience

The stakeholders were asked to rate their experience with the Columbia Fire Department personnel and services. Each participant could choose only response.



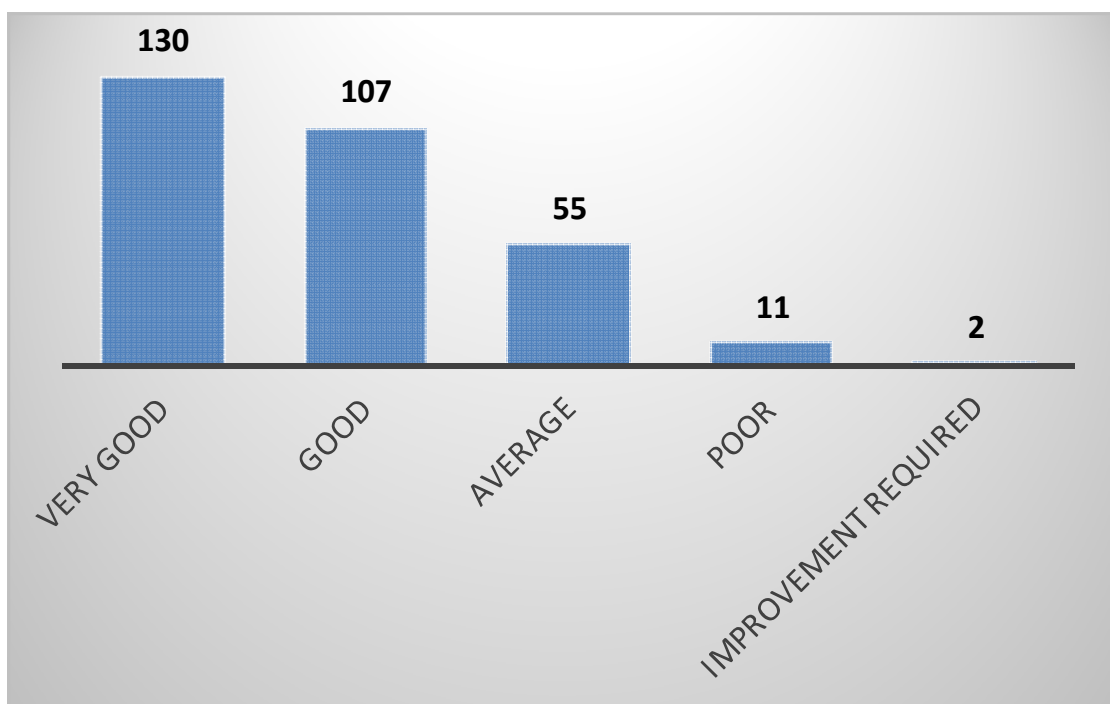
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### Department Effectiveness

The stakeholders were asked to rate the effectiveness of the Columbia Fire Department in delivering public education, information, and fire prevention messages. Each participant could choose only one response.





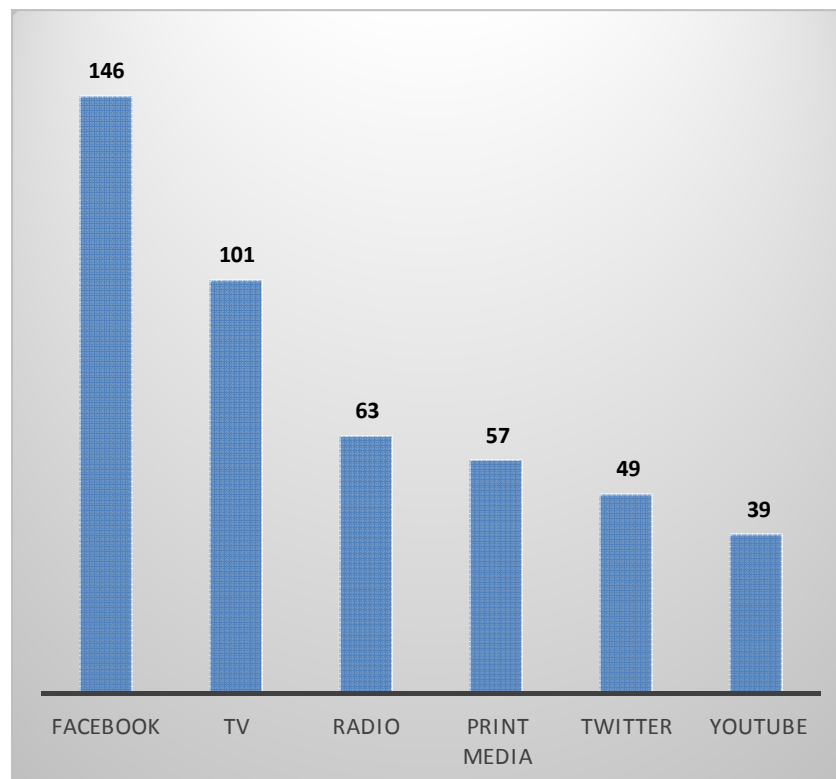
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### Information Delivery Method

The stakeholders were asked to rank the following six delivery methods for public education, information, and prevention messages from the highest priority to lowest priority. Below are the results.



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### Additional Comments

The stakeholders were asked to share any additional information that they feel is important for us to know. Below are the results, as stated on the survey, in no particular order.

1. What is the Columbia Fire Departments role in sustainable land management? The fire department has a lot of control over how we manage land and you [all of us] should be thinking about your role in the greater ecosystem.
2. I would like the city to continue to strive to improve Medical Services by either making as I said earlier, the equipment staff with paramedics are to do that plus bring in ground transport for inside the city limits of Columbia. This would be a billable service and something seriously needs to be considered.
3. FD needs and struggles are unknown. FD growth and strategic plans are not know to public.
4. I really appreciate seeing your cooperation with Boone Fire. I live on the city fringe. Both departments at the firefighter level publicly demonstrate their coordination, skill and respect. Very proud and impressed with CFD.
5. Why are there no PIOs?
6. It seems that the county fire department is closer to a lot of city of Columbia property but not responding to 911 calls? Wouldn't the closest firefighters be the best choice?
7. Why are response times slow when emergency medical call and station within 1 mile.
8. Public speaking engagements/ community involvement
9. More awareness of where to take expired car seats would be great.
10. You are good people! Thank you for being there! We have enough parks, we need more firefighters!
11. We pray for you and are thankful for your commitment!
12. We are lucky to have you!!!
13. I like seeing your training exercises on Facebook I also like live feed of calls
14. I think the fire departments know their needs more than anyone else, including the City Council, so they should listen and satisfy the requests.
15. You are good people! Thank you for being there! We have enough parks, we need more firefighters!

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### Additional Comments (Continued)

16. I appreciate and get info also from the outside station banners. Perhaps hold neighborhood meetings. I believe we need education about Columbia's terrorism, nuclear, and earthquake preparedness.
17. Mail fliers
18. Community involvement
19. Schools
20. Public safety tax increase for Fire should be its own initiative (not combined with Police).
21. It would be good to know how many fire stations Columbia has and how much staff work fire department
22. You are appreciated!
23. At schools. I saw a smoke demonstration in a type device at school
24. I want you to know Columbia has a fantastic FD along with their union. They deserve everything that the City of Columbia is required to give them and more. And by this I mean a strong and plentiful staff, good pension and good insurance. Not only do they risk their lives but this profession leads to long term issues such as cancer, cardiac issues, PTSD and high divorce rates. Give them what they need.
25. Thank you for all you do.
26. I do think community outreach is important. Helping kids want to make it a career is a good investment. Especially reaching out to women, people of color or other languages is important. We have a great fire department. Diversity and inclusion will help it keep up with our changing community.
27. You are doing a great job!
28. Great personnel! But some of your heavy set fire men and women I would not trust to save me if I needed Help in a fire!
29. As a retired LEO I observe the department and feel they do a good job
30. You are doing a great job ! Need support from city government .
31. Get on Instagram!!
32. Perhaps senior volunteers could help with prevention education is schools and the community.

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### Additional Comments (Continued)

33. My 'Improvement required' response above for "How would you rate your experience" is due to my yearly frustration with how they check pressure/bleed the fire hydrants in our neighborhood. I know this is a thankless task and probably not fun. But they give no thought to damage done to curbing/grass strip/sidewalk/landscaping and then a different city department comes along and repairs. I know this to be true because of 32 year residence. Each year your "low man" is tasked and doesn't pass on errors to next year's guy so same mistake repeated year, after year, after year, after year, after year.... after year. And again the next year.
34. . The relationship between fire and EMS needs improvement. I know this because I experienced it first hand as an EMS provider.
35. Feet on the street.
36. Join the Founding Patriots. We are a non profit group on FB. We help out Fire, EMS, Police, Veteran's and families. Thanks
37. General comment: I couldn't answer some of the questions because I don't know how diverse the department is, or what kind of equipment is needed. My only involvement with the fire department has been when I have delivered food to the stations. I hear the sirens and know when our station has a unit out. We never know what the outcome was. Being a retired nurse I know the rescue squad is called out many times and sees all kinds of things. Perhaps what the public needs to know is how can we help the fire department? What does the department see as a need? How can we develop more rapport with the department?
38. What about schools? Good place to deliver info.
39. Our firefighters work very hard, yet barely have enough budget to buy toilet paper and laundry soap. This should not even be an issue. I am embarrassed that we are not providing more basic supplies for them. They also need more equipment and staff. They deserve better.
45. Keep up your excellent service to our community.
46. The individuals that I have made contact with over the past seventy plus years are the strength of the department. I would hate to see the city administration, with the approval of the elected leadership, allow the fire department to fall into the trap that has allowed the police department to have such a poor reputation within it community
47. I read the city newsletter; so anything in there is good for tips or reminders.

# COLUMBIA FIRE DEPARTMENT

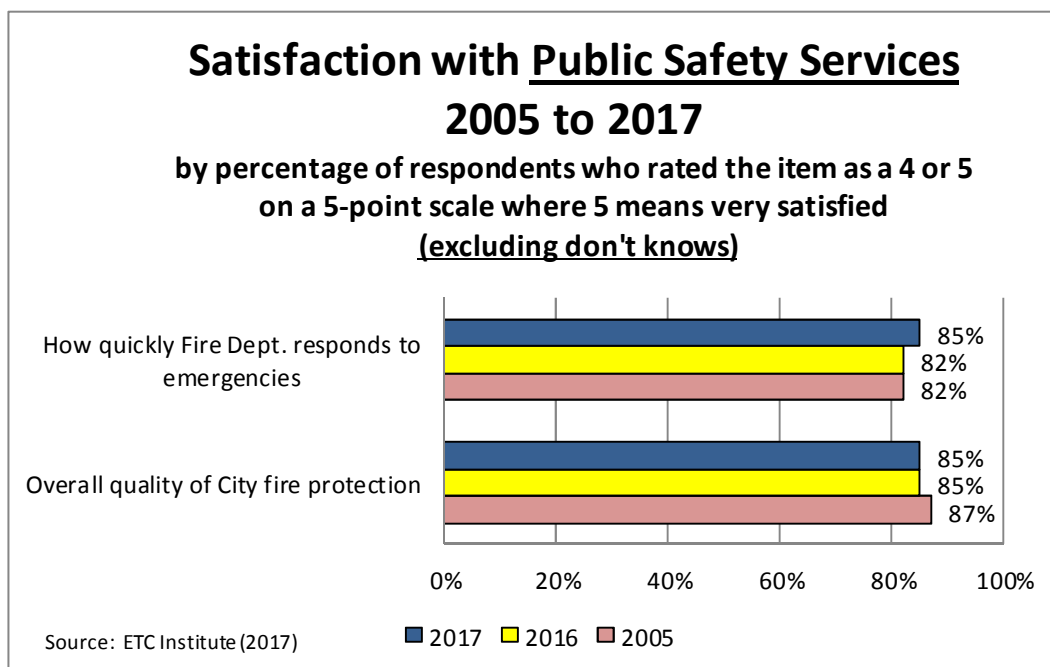


## 2018-2021 Strategic Plan

### Citywide DirectionFinder Survey

The City of Columbia conducted its ninth DirectionFinder survey during the winter of 2017. The City's first DirectionFinder survey was conducted in the spring of 2003. The purpose of this survey was to assist the City in its on-going effort to identify and respond to resident concerns while also assessing citizen satisfaction with the delivery of major city services, helping determine priorities for the community and measuring strategic performance. Of the households that received a survey, a total of 850 completed the survey. The results from the survey that were specific to the Fire Department are listed below.

**Public Safety Services:** The public safety services that residents were most satisfied with, based upon the combined percentage of residents who were "very satisfied" or "satisfied"; were: the overall quality of City fire protection (85%) and how quickly fire department personnel respond to emergencies (85%). The public safety services that residents thought were most important for the City to provide were: 1) how quickly police respond to emergencies, 2) crime prevention and 3) how quickly fire department personnel respond to emergencies.



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Internal Process

In late 2017 we conducted a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis of the entire department. This was conducted in eight sessions which allowed every available member of the department the ability to play a role in the planning process. During this process we asked each group the same questions, established a list and allowed each member to vote on what they felt were the top 3 or 4 most important items.

### Internal Strengths

It is important to identify the strengths of our organization and ensure we continue to meet both the internal and external customer's expectations. Below is a list of the strengths the department identified.

Strengths summary	votes	%
Customer Service	107	83%
Personnel	50	39%
Apparatus	36	28%
Incident Mitigation	35	27%
Public Education	31	24%
Public Perception	22	17%
Adapt and Overcome	21	16%
Appearance	18	14%
Teamwork	17	13%
Equipment	16	12%
EMS	13	10%
Safety/PPE (use of)	13	10%



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Internal Weaknesses

Being able to identify weaknesses is a valuable asset to an organization. Through our weaknesses, we are able to map out an improvement course moving forward. Below are weaknesses our department identified.

Weakness summary	votes		%
Training/ outside and internal	67		52%
Compensation "pay"	54		42%
Budget	43		33%
Internal communications/ Feedback	41		32%
Number of employees	40		31%
Health and Wellness	36		28%
training budget	31		24%
Career development	19		15%
Public relations	19		15%
Morale/attitude	17		13%
Dept. growth/city coverage	16		12%
Accountability	16		12%

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### External Opportunities

External opportunities were identified that may be beneficial to the departments future growth and prosperity.

Opportunity summary	Votes		%
Training	74		57%
Grants	73		57%
Growth	66		51%
New Taxes/Funding	59		46%
Community Support/ Perception	49		38%
Social Media	22		17%
Networking/Partnerships	16		12%

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### External Threats

External threats are those factors that are beyond our direct control. By being able to identify these threats, we are able to create relevant contingency plans. Below is a list of the threats the department identified.

Threats summary	Votes	%
Unpredictable political environment	78	60%
Budget/Revenue	62	48%
City Growth	37	29%
Retention	28	22%
Media/Social Media	19	15%
Salary/Pay Scale	19	15%
Public Safety (lack)	16	12%
FF ratio to customers	14	11%
Municipal Leadership	14	11%

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Programs and Services

The department identified the following core programs that are provided to our customers and support services that enable our organization to deliver those programs.

Core Programs		
Fire Suppression	Training	Mutual Aid
Fire Investigation	Field Training Officers	Protect Life and Property
Fire Prevention/Education	Special Operations Response Teams	Community Outreach
Public Relations	Facility/Apparatus Maintenance	Administration
Emergency Medical Services	Performance Evaluation	Plan Review
Code Enforcement/Inspections	Records Management	Recruitment
Customer Service	Car Seat Installation	

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Programs and Services

Support Services		
Law Enforcement	Grissum	Columbia Public Schools
Water and Light	Utilities	Public Works
BCJC	Sutphen	BCFPD/Mutual Aid
Hospitals/EMS	MO DFS/Social Services	MUFRTI
L1055/IAFF/IAFC	Charitable orgs (Red Cross, Salvation Army)	MODOT
City IT	City HR	7th CST
Wrecker Services	MU/Local Colleges	SEMA/FEMA
Health Department	Office of Emergency Management	Animal Control
EH&S	DNR	Lumber Yards
Airport	Building and Site	Equipment and Testing Services
Office of Neighborhood Services	Target Solutions	Fire Marshals
Medical Director	State of MO	Voluntary Action Center
Safe Kids	City Channel	Ameren

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Internal Stakeholder focus group

Following the completion of the S.W.O.T. analysis, an internal focus group was established to review and assimilate data, refine our mission statement, refine our vision statement, clearly define our values, and develop the goals, objectives, and critical tasks for this strategic plan. This internal stakeholder focus group consisted of volunteers from each shift and division, including various levels of seniority and rank.

Internal Stakeholder Focus Group Representatives			
Eric Caszatt Battalion Chief	Dana Dixon Admin. Assistant	Kyle Fansler Deputy Fire Chief	Andrew Fruits Firefighter II
Tommy Goran Fire Engineer	Brien Kiser Firefighter I	Joel Pauley Firefighter II	Craig Plassmeyer Firefighter II
Jennifer Reese Fire Engineer	Jeff Strawn Battalion Chief	Tim Taylor Captain	Pete Waldron Lieutenant
Randy White Fire Chief	Jim Pasley Assistant Fire Marshal		





# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Vision Statement

The vision statement is the over arching definition of what we are committed to as an organization. This statement provides the department with a future-focused direction.

**We are committed to providing highly trained professionals who are well equipped to respond effectively to the needs of our customers.**



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Mission

The purpose of a mission statement is to provide a daily target for the organization. The mission statement had to answer the following questions:

- *Who are we?*
- *Why do we do it?*
- *Why do we exist?*
- *For whom?*
- *What do we do?*

**We will uphold the Columbia Fire Department's proud tradition of delivering the highest level of customer service through exceptional emergency response, education, planning and prevention.**

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Values

**Stewardship:** Respect and honor our community's investment in us, through responsible resource management.

**Teamwork:** The cornerstone of our ability to adapt to, and overcome, any challenge with a positive attitude.

**Integrity:** Do the right thing at all times.

**Continuous Improvement:** Continuously train, plan, and innovate at all levels for professional development and success.

**Customer Service:** Take pride in delivering the highest level of service to our customers.

**Communication:** Provide effective and responsive communication throughout the organization and community.

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Goal 1: Enhance and improve the training experience

Objective 1A is tied to the City of Columbia's Strategic Priority: Operations Excellence objective 2: Increase City employee engagement and satisfaction by 3%.

#### Objective 1A: Increase internal satisfaction in regards to training by 10%.

	Critical Tasks	Owner	Timing
1A1	Survey internal stakeholders to determine baseline satisfaction and gather information.	Training Div.	Third quarter 2018
1A2	Compile internal stakeholder survey data and develop an action plan to implement changes.	Training Div.	First quarter 2019
1A3	Implement action plan developed in 1A2.	Training Div.	Second quarter
1A4	Survey internal stakeholders to determine satisfaction	Training Div.	Second quarter 2020

#### Objective 1B: Explore options to provide more external training opportunities.

	Critical Tasks	Owner	Timing
1B1	Explore new revenue avenues for external training funding.	Fire Admin.	First/Second quarter 2019
1B2	Investigate staffing options to cover training leave.	Fire Admin.	Fourth quarter 2019
1B3	Increase utilization of CFD facilities to host additional external training opportunities.	Training Div.	First quarter 2020

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Objective 1C: Improve and modernize current training facility.

	Critical Tasks	Owner	Timing
1C1	Increase the maintenance of and improve the quality of current buildings at the CFD training academy.	Fire Admin.	Third/Fourth quarter 2018
1C2	Budget for and begin constructing or purchasing additional training props.	Training/Fire Admin/.	Third quarter 2019
1C3	Determine beneficial training props needed to enhance the training experience and formulate a detailed plan including budget, and order of importance.	Training Div.	First quarter 2019
1C4	Create a long term plan for a more modern and versatile burn building/tower for CFD training.	Training Div.	Third quarter 2020 – First quarter 2021

### Objective 1D: Increase overall training budget.

	Critical Tasks	Owner	Timing
1D1	Research the potential for grant funding for additional training courses or training money.	Tammy Puett	Third quarter 2018
1D2	Determine funding source/request additional money in the budget.	Fire Admin.	First/Second quarter 2019



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

**Goal 2: Create and foster an educational environment for city and community leadership.**

**Objective 2A: Develop a firefighter for a day type course for elected officials, city leaders and community leadership.**

	Critical Tasks	Owner	Timing
2A1	Investigate programs that help elected officials and leaders see what the fire service is all about.	Union President/ Shift BC's	First/Second quarter 2019
2A2	Discuss the program with the officials and leaders to find interest level.	Union President/ Fire Admin.	Second quarter 2019
2A3	Customize a program to fit CFD's intent including all needed content.	Union President/ Shift BC's	Second quarter 2019
2A4	Determine a suitable time, in which officials could attend and set a schedule for the event.	Fire Admin.	Fourth quarter 2019

**Objective 2B: Increase outreach to community organizations and community leaders.**

	Critical Tasks	Owner	Timing
2B1	Research and compile a list of organizations that allow for outside speakers to speak at their meetings.	BC FMO	First quarter 2019
2B2	Develop a program that is tailored to fit these organizations that will allow for increased awareness of what the Columbia Fire Department is doing, and where we are heading.	BC FMO	First quarter 2019
2B3	Establish a systematic approach to meeting with the organizations, which will allow for an ongoing, meaningful relationship.	BC FMO	Second quarter 2019

**Objective 2C: Publicize monthly response statistics externally.**

	Critical Tasks	Owner	Timing
2C1	Determine and develop a list of which statistics are most important to our community on a monthly basis.	Chief White/Chief Fansler	Third quarter 2018
2C2	Establish a public facing dashboard to display the statistics on the internet.	Chief White/Chief Fansler	Fourth quarter 2018



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

**Goal 3:** Strengthen community outreach programs and increase our engagement with all citizens.

Objective 3A is tied to the City of Columbia's Strategic Priority: Social Equity objective 1: Strengthen three low to moderate income neighborhoods by increasing neighborhood activities

**Objective 3A:** Provide opportunities for fire stations to become an integral part of their neighborhoods and foster relationships with the citizens.

	Critical Tasks	Owner	Timing
3A1	Consider establishing fire station open house events.	Eng. Oliver/FF Swann	First/Second quarter 2019
3A2	Implement the fire station open house program developed in 3A1	Fire Admin.	Third quarter 2019

**Objective 3B:** Explore opportunities for citizens to understand the jobs we do and why we do them.

	Critical Tasks	Owner	Timing
3B1	Investigate developing a citizen fire academy.	Shift BC's	Fourth quarter 2019
3B2	Develop a program that fits the needs of the Columbia Fire Department as well as the community.	Shift BC's	First quarter 2020
3B3	Schedule, publicize, and conduct the citizen fire academy program.	Shift BC's	Third/Fourth quarter 2020

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

**Objective 3C:** Increase the amount of and reduce the time it takes to disseminate information provided to the public. Strengthen our Public Information output.

	Critical Tasks	Owner	Timing
3C1	Increase public awareness of the existing fire prevention programs and continually promote them.	Chief Fraizer	Third quarter 2018
3C2	Analyze statistical data to expand our fire prevention programs.	Chief Fraizer	Fourth quarter 2018
3C3	Update and maintain the Columbia Fire Department website.	Chief Fraizer	Third/Fourth quarter 2018
3C4	Educate the public on ISO information and its impact on individual home owners.	Chief White/ Chief Fansler	Third quarter 2018
3C5	Establish a plan of action to increase the participation of the on shift social media shepherds.	Chief Fraizer	First quarter 2019
3C6	Conduct training for all department personnel on interacting with the press.	Chief Fraizer/ Chief Metz	First/Second quarter 2019
3C7	Increase and maintain our social media presence, including Instagram.	Chief Fraizer, Chief Bach, Shift Social Media shepherds	Third quarter 2018

**Objective 3D:** Seek opportunities to increase public education topics offered by the department.

	Critical Tasks	Owner	Timing
3D1	Explore starting a community CPR education program.	Chief Metz/Chief Todd	Third/Fourth quarter 2019
3D2	Explore a formal program for smoke detector and or carbon monoxide detectors.	BC FMO/AFM's	First/Second quarter 2020
3D3	Explore expanding the car seat installation program and the number of certified car seat technicians.	BC FMO/ Darla Atkins	Fourth quarter 2020 – First quarter 2021



# COLUMBIA FIRE DEPARTMENT

## 2018-2021 Strategic Plan

**Objective 3E:** Educate department members on existing and new public education programs and initiatives.

	Critical Tasks	Owner	Timing
3E1	Develop a program that will ensure department members are educated on all public education programs and initiatives offered by the department.	Chief Fraizer	Fourth quarter 2018
3E2	Provide training on all public education programs and initiatives for all members of the department to ensure a consistent delivery and message.	Chief Fraizer	First quarter 2019



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Goal 4: Improve and enhance fire service coverage.

Objective 4A is tied to the City of Columbia's Strategic Priority: Operations Excellence objective 5: Accredit as many departments as possible.

#### Objective 4A: Increase public awareness of overall department operations.

	Critical Tasks	Owner	Timing
4A1	Complete Standards of Cover/Community Risk Assessment	Fire Admin.	Second and third quarter 2018
4A2	Publicize the Standards of Cover/Community Risk Assessment	Fire Admin.	Second quarter 2019
4A3	Publicize the Fire Department Strategic Plan	Fire Admin.	Second quarter 2018
4A4	Complete the Fire Department self-assessment document (FESSAM)	Fire Admin.	Second and third quarter 2018
4A5	Publicize the Fire Department self-assessment document (FESSAM)	Fire Admin.	Second quarter 2019
4A6	Gain Accredited status through CFAI.	Fire Admin.	First quarter 2019

#### Objective 4B: Reduce response times.

	Critical Tasks	Owner	Timing
4B1	Regularly publish turn out times internally, by station and shift to increase awareness of the crews.	Fire Admin.	Third quarter 2018
4B2	Transition to AVL dispatching in the Superior CAD system.	Fire Admin./BCJC	Second quarter 2019
4B3	Explore options for use of a true pre-alert notification system in the dispatch process to shorten the overall response time.	Fire Admin./BCJC	First quarter 2019
4B4	Explore options for real time tracking of turn out times in the stations.	Shift DC's/ Fire Admin.	Third quarter 2019

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

Objective 4C is the City of Columbia's Strategic Priority: Public Safety objective 3: Increase the coverage area in order to decrease the percentage of calls outside the four minute travel time by 6% by 2019

### Objective 4C: Increase the coverage area in order to decrease the percentage of calls outside the four minute travel time by 6% by 2019

	Critical Tasks	Owner	Timing
4C1	Analyze CFD's needs for additional stations as well as what additional stations would do for response times.	Fire Admin.	Second/Third quarter 2018
4C2	Explore non-traditional methods to expand service coverage area.	Fire Admin.	Third quarter 2018 – First quarter 2019
4C3	Develop a Fire Master plan for implementing the addition of stations and the order in which they are currently ranked by need.	Fire Admin.	Third quarter 2018
4C4	Present the Fire Master plan to the City Manager.	Fire Admin.	Third quarter 2018
4C5	Evaluate recommendations to construct fire facilities in geographically strategic locations.	Fire Admin.	2019
4C6	Implement recommendations to construct fire facilities in geographically strategic locations.	Fire Admin/City Admin	2019
4C7	Seek sales tax ballot to increase firefighter staffing by 30.	Fire Admin/City Admin	2019

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Goal 5: Enhance our health and wellness program.

#### Objective 5A: Research and develop a physical fitness standard that fits the Columbia Fire Department.

	Critical Tasks	Owner	Timing
5A1	Research other fire departments method for accomplishing a physical fitness standard and options.	H&S committee	First/Second quarter 2019
5A2	Develop the Columbia Fire Department physical fitness standard.	H&S committee	Third/Fourth quarter 2019
5A3	Develop a long-term plan for a phased in approach to the implementation of a physical fitness standard.	H&S committee	First/Second quarter 2020
5A4	Present the physical fitness standard to the department.	H&S committee	Third quarter 2020
5A5	Being implementation of 5A3	Fire Admin.	First quarter 2021

#### Objective 5B: Evaluate, review, improve, and recommend standard operating bulletins regarding health and wellness.

	Critical Tasks	Owner	Timing
5B1	Review and make recommended changes to Operational Bulletin AIR 1	H&S committee	July 2018
5B2	Review and make recommended changes to Operational Bulletin ERP 35	H&S committee	August 2018
5B3	Review and make recommended changes to Operational Bulletin ERP 19	H&S committee	September 2018
5B4	Review and make recommended changes to Operational Bulletin ERP 23	H&S committee	October 2018
5B5	Review and make recommended changes to Operational Bulletin SAF 3	H&S committee	November 2018
5B6	Review and make recommended changes to Operational Bulletin AIR 2	H&S committee	December 2018



# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Objective 5C: Research wellness equipment.

	Critical Tasks	Owner	Timing
5C1	Evaluate and make recommended changes to current air quality monitoring equipment for use during fire scene overhaul.	H&S Committee	Third quarter 2019
5C2	Research and recommend, on scene decontamination equipment and practices, for personnel and equipment on fire scenes.	H&S Committee	First quarter 2019
5C3	Develop an on scene decontamination OB for active fire incidents.	H&S Committee	Second quarter 2019
5C4	Research and recommend, post incident decontamination equipment and practices, for personnel and equipment following fire scenes.	H&S Committee	Third quarter 2019
5C5	Develop a post fire Operational Bulletin for personal and equipment decontamination.	H&S Committee	Fourth quarter 2019
5C6	Research options for personnel detoxification following exposures.	H&S Committee	Third/Fourth quarter 2020
5C7	Research and develop a plan for an off-site exercise facility, for use by CFD personnel.	H&S Committee	Fourth quarter 2020/ First quarter 2021

### Objective 5D: Mental health

	Critical Tasks	Owner	Timing
5D1	Ensure a minimum of two CFD personnel are involved with the development of the county wide, emergency services peer support network for Boone county.	Chief Fansler	Second quarter 2018
5D2	Evaluate and develop a comprehensive post incident debriefing process that is used regularly following large events and traumatic events.	Chief Jenkins, and DC's	Third quarter 2019
5D3	Evaluate options for establishing a Fire Department Chaplain program.	Fire Admin.	First quarter 2020

# COLUMBIA FIRE DEPARTMENT



## 2018-2021 Strategic Plan

### Goal 6: Increase Fire Department recruitment efforts

Objective 6A is tied to the City of Columbia's Strategic Priority: Operations Excellence objective 1: Increase the City of Columbia's ability to recognize and address bias in its operations

**Objective 6A:** Develop a strategy for recruitment that meets the needs of the department and the community.

	Critical Tasks	Owner	Timing
6A1	Evaluate best practices for recruitment of quality applicants.	Shift DC's	Fourth quarter 2018
6A2	Develop a recruitment plan that includes the ability to attract diverse and quality candidates.	Shift DC's	First quarter 2019
6A3	Foster relationships with Educational Institutions that have fire science programs, for potential recruitment opportunities.	Fire Admin.	Second quarter 2019
6A4	Develop partnerships with public and private agencies to improve the ability to attract the highest quality candidates.	Fire Admin.	Second quarter 2019
6A5	Attend at least three career fair events prior to the next testing process.	Fire Admin/BC FMO	Third/Fourth quarter 2019

