

Columbia Fire Department, Columbia, Missouri

Fire and Emergency Services Self-Assessment Manual 9th Edition (2018)

Select a category to jump to that section

Category I: Governance and Administration

Category II: Assessment and Planning

Category III: Goals and Objectives

Category IV: Financial Resources

Category V – A: Community Risk Reduction Program

Category V – B: Public Education Program

Category V – C: Fire Investigation, Origin, and Cause Program

Category V – D: Domestic Preparedness, Planning, and Response

Category V – E: Fire Suppression

Category V – F: Emergency Medical Services (EMS)

Category V – G: Technical Rescue

Category V – H: Hazardous Materials (Haz-Mat)

Category V – I: Aviation Rescue and Firefighting Services

Category V – J: Marine and Shipboard Rescue and Firefighting Services

Category V – K: Wildland Fire Services

Category VI: Physical Resources

Category VII: Human Resources

Category VIII: Training and Competency

Category IX: Essential Resources

Category X: External Systems Relationships

Category I: Governance and Administration

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and

programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.

Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary:

The City of Columbia is a municipality that derives its powers from the Missouri Constitution and the Missouri Revised Statutes. The City of Columbia is authorized to levy taxes and appropriate funds. In 1875 forty-eight citizens organized to form the Columbia Fire Company, this was a volunteer organization. In April 1901 the first professional fire company was organized as the City of Columbia assumed responsibility for fire protection. The Columbia City Council established the Columbia Fire Department, (CFD), as a municipal fire department in 1964. The city manager, city council and the finance department approve the activities and programs of the CFD through the budget process. The fire department's strategic plan describes major programs and activities as well as performance measures to evaluate the success of department efforts.

CC 1A.1 The agency is legally established.

Description

The City of Columbia legally recognizes through Council-Manager Government approval of City Ordinance 9.1540 that the Columbia Fire Department is officially established. The Council-Manager Government adopted this ordinance in 1964.

Appraisal

The above-mentioned ordinance is in good standing; therefore, the City of Columbia Fire Department is officially and legally established.

Plan

City Ordinance 9.1540 will remain on file and will be considered for revision as needed. Updates and revisions will be submitted to the City Council for approval and adoption.

References

1A.1 1 City of Columbia Municipal Code Ordinance 9.1540 (1964)

CC 1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).

Description

With assistance and guidance from the City of Columbia’s Human Resource and Legal Departments, the Columbia Fire Department works to ensure compliance with local, state, and federal government laws and regulations. Areas of compliance include the Americans with Disabilities Act (ADA), Equal Employment Opportunity (EEO), the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), and Missouri’s Sunshine Law.

Appraisal

The Columbia Fire Department has been effective in compliance with local, state, and federal laws and regulations. The City’s Human Resource Department is effective in outreach and training to the various city departments as well as assisting and guiding the Fire Department in hiring processes, pay and compensation and promotional processes. The City and the Fire Department have a robust records retention and transparency system in order to ensure compliance with State Sunshine Law.

Plan

The Columbia Fire Department will continue to comply with all applicable laws and regulations and with the assistance of other City departments, amend and adjust procedures as necessary to properly reflect changes.

References

City of Columbia Code of Ordinances – Equal Employment Opportunity Policy and Affirmative Action Program, Sec. 19-176

City of Columbia Code of Ordinances – Family Medical Leave Act, Sec. 19-133

City of Columbia FMLA Procedures & Responsibilities Policy - <https://www.mycolumbiamo.com/document/fmla-call-procedure>

City of Columbia Inter-Departmental Memo – Sunshine Law – Meetings
City of Columbia Records Policy - <https://www.mycolumbiamo.com/wp-content/uploads/2016/09/rimpolicy-signedfinal03.01.2010.pdf>

1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

Description

The Columbia Fire Department (CFD) works with multiple other city departments to ensure compliance with federal, state and local legal requirements. Some of these include: Americans with Disabilities Act, Fair Labor Standards Act, Family and Medical Leave Act and Equal Employment Opportunity Commission.

Details regarding compliance measures are available with the Human Resources, Finance and the Legal Department.

Appraisal

The CFD has maintained an awareness of changes or plans to change local, state or federal requirements. The Civic Relations Officer, the Human Resources Department and the City Law Department are responsible for alerting the department of changes in law and requirements. This system has proven to be an effective method.

Plan

The department command staff will continue to implement policies, procedures and guidelines in order to insure compliance with federal, state and local legal requirements.

References

1A.3 1 Americans with Disabilities Act

1A.3 2 Equal Employment Opportunity Policy – Code of City Ordinances 19-176

1A.3 3 FMLA Administrative Rule (October 2013)

1A.4 The governing body of the agency periodically reviews and approves services and programs.

Description

The City of Columbia City Council and the City Manager review and approve the department budget. This approval process involves many opportunities for the review of present programs as well as historical records that pertain to the fire department. In the budget process, several meetings are held with both the city manager and the City Council to answer questions about operations. The fire department also publishes an annual report that outlines the program activities of the past year. This document is sent to the City Manager and is forwarded to the City Council. This process assures that the established policies and guidelines are appropriate and effective.

Appraisal

The governing body of Columbia ensures compliance with policies and procedures. The review and approval of fire department programs occurs annually by the City Council during the budget process. This is the system in place and has proven to be effective.

Plan

The current management and administration process of the Fire Chief and the fire department has been effective. Continual open communication and careful assessment of programs and policies remain a priority.

References

1A.4 1 Columbia Fire Department FY17 Budget

1A.4 2 2017Annual Report

1A.5 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

Description

The City of Columbia utilizes policies and procedures (City of Columbia Personnel Policies and Procedures and Administrative Policies and Procedures) for application and hiring of the fire chief. The Human Resources department facilitates those policies and procedures. Final appointment of the fire chief is the responsibility of the City Manager.

Appraisal

The procedure for hiring the Fire Chief is conducted exclusively by the Human Resources department and the City Manager. The City Manager is tasked with the selection for the position of Fire Chief. This system has proven to be effective and appropriate.

Plan

The current system of selecting the fire chief utilizes a process that is effective and has been established by the City of Columbia and is administered by the Human Resources department.

References

1A.5 1 Code of Ordinances 19-87 (d)(3)

1A.5 2 Fire Chief job description

1A.5 3 City Manager job description

1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

Description

The City of Columbia's official document for future planning and development is currently being developed and will be known as “Imagine Columbia”. A committee of individuals representing city government, individual departments, citizens, and the private sector will develop this document. The City of Columbia’s organizational structure consists of various departments. Each department includes a department head that reports directly to the city manager. The following are the established city departments: City Clerks, Municipal Court, Finance, Fire, Human Resources, Information Services, Legal, Parks and Recreation, Planning and Development, Police, and Public Works.

In addition to the above-mentioned city departments there are also numerous city boards, committees and councils that have specific functions to build upon the goals and direction of the city as directed. The Building Codes Commission Committee is an example of a sub-group.

Appraisal

The organizational structure of the city allows for a clear definition of city as an organization. The organizational chart provides a clear picture of which departments report to whom.

Plan

The City of Columbia has structured the organization to achieve efficient management and definition of roles. The governing body will maintain oversight of the city's organizational structure and the City Manager will oversee the ongoing update of organization with departments.

References

- 1A.6 1 City of Columbia Personnel Policies and Procedures
- 1A.6 2 City of Columbia Annual Budget FY17
- 1A.6 3 Minutes and Agendas of Committees and Boards
- 1A.6 4 City of Columbia Mission Statement

1A.6 5 2017 CFD Org Chart

1A.6 6 City of Columbia FY17 B Vision, Mission, Core Values

1A.6 7 City of Columbia Organizational Chart

1A.7 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

Description

The governing body has approved the City of Columbia, Code of Ordinances. In Section 9-37, the policy establishes the duties of the fire department. The City Manager is responsible for evaluating the effectiveness of the department. The City Manager requires that each department maintain a managerial environment that meets the established mission, goals and values of the City of Columbia. The Fire Chief is a direct report to the City Manager and is responsible for the day to day operation of the fire department.

Appraisal

The system of the Fire Chief operating the department through the oversight of the City Manager and City Council has proven to be effective. This system ensures that the department is balanced and operational.

Plan

There is no plan to change the method of governing body approval of the administrative structure. The governing body, through effective delegation of authority to the Fire Chief, will continue to be the process.

References

1A.7 1 City of Columbia, Code of Ordinances section 9-37

1A.7 2 City Manager job description

1A.7 3 2017 CFD Org Chart

1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

Description

There is writing within Chapter 19, Division 2 sections 19-36-19-42 that describes the established Prohibitions and Violations as they relate to holding employment with the City of Columbia. Conflict of interest policies are defined in those documents. The City of Columbia governing body has adopted the above listed policies and procedures which address issues related to conflict of interest. The fire department has also established Operational Bulletin: PER-1 which encompasses the subject of Fire Department Rules and Regulations.

Appraisal

The city council, city manager, and department heads review current federal and state regulations concerning conflicts of interest. Activities that may involve a conflict of interest are guarded against by the above-mentioned measures. The City of Columbia does a thorough job of adhering to policies that protect against any type of conflict of interest. Enforcement of these policies and procedures has and will continue to be a priority.

Plan

Considering the importance of this issue, the City of Columbia has prepared a system to protect the integrity and ethics of its leadership. Any implications, accusations, or conduct that reflects potential conflict of interest will be measured against these policies, procedures and laws. Existing policies will be updated as required.

References

1A.8 1 City of Columbia Code of Ordinances Section 19-41

1A.8 2 Operational Bulletin PER-1 - Fire Department Rules and Regulations

1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

Description

There are clear and established paths of communication between the Fire Chief, the City Manager, and the City Council. Methods of communication range from informal daily e-mail exchanges to formal presentations and discussions at city council meetings. The Fire Chief may be required to attend city council work sessions to present ideas, updates, reports, or requests. Department head meetings occur on a weekly basis, agenda staff, with the City Manager. City council meetings occur twice a month and the Fire Chief is in attendance as needed. The Fire Chief may designate members of his staff to attend meetings in his absence. The above-mentioned forms of communication occur on a regular basis. The Fire Chief and command staff are readily accessible to the City Council and City Manager as needed. The fire chief also has a standing one-on-one meeting each month with the City Manager to discuss performance of the department.

Appraisal

There exists an effective communication process between the City Council, City Manager and the fire department administration. Communication channels are strong between the City Council, Mayor, City Manager and Fire Chief. Regularly scheduled meetings, timely reports, and daily correspondence are all indications of good communication. The opportunity to openly share ideas and discuss issues is a priority to the management team of the city. At times, a command staff member may serve as a team member to resolve issues of a citywide scope; for example, members of fire department administration serve on the city's Executive Safety Committee, Community of Practice Committee, Missouri Quality Awards application teams, and strategic planning committees. Participation of fire department administration is highly regarded by the City Council, City Manager and other department heads.

Plan

The Fire Department will continue to communicate with the governing body through use of scheduled meetings, project updates, and the fire department annual report. As technology or methods improve and change, so will the organization.

References

1A.9 1 City of Columbia Executive Safety Committee mission and goals

1A.9 2 2017 Annual Report

1A.10 The governing body publishes a mission statement.

Description

The City of Columbia governing body evaluates the overall city's strategic plan every three years. During the evaluation of the plan the vision, mission statement, core values and core competencies are evaluated and updated accordingly. This plan is developed with input from all city departments, stake holders in the community, and the City Council. Once the plan is reviewed it is adopted by the city council and published on the city's web site.

Appraisal

The City of Columbia adopted the current mission statement and strategic plan in September 2015. The city leadership and staff strive to ensure the vision, mission statement, core values and core competencies are met.

Plan

The current strategic plan was reviewed and adopted in 2015 and will be re-evaluated in 2019.

References

1A.10 1 City of Columbia Strategic Plan and Mission statement

1A.10 2 City Council Bill R147-15

Criterion 1B: Agency Administration

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

Summary:

The Columbia Fire Department's administrative structure reflects the department's goal of creating a sense of safety for the citizens and visitors of Columbia. The department goals and objectives are detailed in the strategic plan.

Performance Indicators:

CC 1B.1 The administrative structure reflects the agency’s mission, goals, objectives, size, and complexity.

Description

The Columbia Fire Department’s (CFD) mission, goals, and objectives are reflected in an administrative structure which is large enough to efficiently fulfill the various activities and functions of the organization.

The Columbia Fire Department's mission statement is accomplished through various programs and divisions within the department. Currently there are three divisions within the Columbia Fire Department organizational structure, Administration, Emergency Services Division and Fire Marshal’s Division.

Administration: Under the direction of the Fire Chief, this division provides support services to all divisions of the fire department. Administrative staff manages all aspects of the business office including, budgeting, purchasing, contracts, personnel management, payroll management, fire reporting, records management and statistical data. The Administration Division consists of a Fire Chief, Deputy Fire Chief, two Assistant Fire Chiefs, Administration Officer and three Administrative Assistants.

Emergency Services: Under the direction of an Assistant Fire Chief, this division provides emergency services throughout the City of Columbia. Emergency Services consist of nine strategically located fire stations, apparatus, and personnel who are responsible for responding to incidents in the community. The Emergency Services Division consists of three division chiefs, one per shift, three battalion chiefs, one per shift, nine fire captains, three per shift, 27 fire lieutenants, nine per shift, 36 fire engineers, twelve per shift, and 48 firefighters, sixteen per shift.

The Emergency Services Division also includes Fire Training. Under the direction of the Emergency Services Assistant Fire Chief, the Chief Training Officers are responsible for the broad spectrum of training and educational activities that the department conducts or sponsors. The training staff develops, produces, and conducts daily and monthly training

sessions for department personnel on various topics to include but not limited to, driver operator, hazmat, basic firefighting skills, and emergency medical training. The training staff also assists in conducting promotional processes for the ranks of Engineer, Lieutenant and Captain, as well as a new hire process for the development of a hiring roster for fire fighters. They also manage a fifteen week recruit firefighter training program for entry level personnel. The training staff is made up of two Chief Training Officers.

Fire Marshal's Division: The Fire Marshal's Division, under the direction of an Assistant Fire Chief, is responsible for conducting fire investigations, fire code enforcement, fire inspections, plan reviews, public fire and life safety education, and public information. This division is made up of one battalion chief and four assistant fire marshals.

Appraisal

The administrative structure of the CFD is sufficient to meet the agency's mission, goals, objectives, size, and complexity. The operational needs of the department are divided up among the divisions which meet the needs and customer expectations. This is evident by the annual citizen survey and the CFD strategic survey.

Plan

The Columbia Fire Department will continue to monitor the organization's effectiveness as it relates to the mission. Critical program elements, (objectives), will be identified and modified to serve the community's needs and accomplish the department's numerous goals.

References

1B.1 1 Columbia Fire Department Mission Statement

1B.1 2 Columbia Fire Department Organizational Chart

1B.1 3 2018-2021 Columbia Fire Department Strategic Plan pg. 10-29

1B.2 Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and objectives.

Description

Using the money that is allocated to the fire department in the city budget, we staff and equip our personnel in the most efficient manner to best serve our customers and citizens of Columbia. When a need is identified, we work to find a reasonable solution to meet the need.

Appraisal

The allocation of resources is directly related to the organization's needs to fulfill the department's mission. Personnel, facilities, and equipment budget allocations are based on future projected needs to maintain the established level of community service, and position us as a department for the future. Generally, current allocations are allowing the Columbia Fire Department to meet current mission, goals and objectives. The department has identified several areas in our performance data, which demonstrate the need for additional fire stations. This has been communicated to city management and is being addressed in upcoming budget years.

Plan

The Columbia Fire Department will continue to allocate personnel, facility, and equipment resources to achieve the department's mission. The annual budget process and the continued analysis of response data will identify the necessary resources required to ensure that the best possible customer service is provided to the citizens and visitors of the City of Columbia.

References

1B.2 1 Columbia Fire Department FY17 Budget

1B.2 2 2018 – 2021 Columbia Fire Department Strategic Plan

1B.3 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.

Description

All fire department positions are assigned a human resources position description, specifically defining the responsibilities and duties for the position held. The job descriptions are reviewed regularly and updated as needed. Copies of job descriptions can be found on the mycolumbiamo.com intranet site, and are easily accessible to all employees. The organizational chart is published each year in the annual report. This organizational chart depicts the chain of command.

Appraisal

The Columbia Fire Department job descriptions clearly define roles, responsibilities, requisite knowledge, skills, abilities, and qualifications. As such, the job descriptions are accurate and pertain to all jobs identified as mission essential for the fire department. The organizational chart is reviewed annually and updated if needed to reflect the structure of the department.

Plan

The Columbia Fire Department will continue to monitor and analyze job descriptions to ensure accuracy. External industry standards, internal influences, and community expectations will continue to affect the roles and responsibilities of many positions in the organization. The City of Columbia Human Resources Department will maintain current job descriptions to clearly communicate qualifications, responsibilities, and duties of each position within the organization. The Columbia Fire Department will continue to monitor the organizational chart. The chart will be reviewed and modified as needed to correctly reflect the command structure of the department.

References

1B.3 1 Columbia Fire Department Organizational Chart

1B.3 2 Fire Chief job description

1B.3 3 Deputy Fire Chief job description

1B.3 4 Assistant Fire Chief job description

- 1B.3 5 Fire Division Chief job description
- 1B.3 6 Fire BC job description
- 1B.3 7 Fire Chief Training Officer job description
- 1B.3 8 Fire Captain job description
- 1B.3 9 Fire Lieutenant job description
- 1B.3 10 Assistant Fire Marshal job description
- 1B.3 11 Fire Engineer job description
- 1B.3 12 FFII job description
- 1B.3 13 FFI job description

Category II: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

Criterion 2A: Documentation of Area Characteristics

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

Summary:

The Columbia Fire Department (CFD) is responsible for all-hazard responses that occur within the city limits of Columbia, Missouri. The CFD has defined two methods to identify geographical planning zones. The first and primary method utilizes the nine fire station's primary response areas. The second method utilizes a one mile square grid system which has been overlaid on the city. This method is utilized if further detailed analysis were to be needed.

Performance Indicators:

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

Description

In 1964, Code 1964, Ordinance No. 9.1540 was adopted by the City of Columbia and formally created the Columbia Fire Department (CFD) to operate within its boundaries. The City of Columbia has established and mapped boundaries of the City, and per Ordinance No. 9.1540, the CFD has primary service responsibility to this area.

Appraisal

The City of Columbia has identified boundaries in which service is provided. These areas include all areas within the city limits. The City of Columbia and CFD boundaries are continually changing due primarily to annexations; maps and records associated with those service areas are continually updated. These updates are forwarded to Boone County Joint Communications (BCJC), the agency responsible for all emergency services dispatching. BCJC updates the Computer Aided Dispatch (CAD) system to include the fire jurisdiction primarily responsible in an area. This system has proven effective in identifying boundaries.

Plan

The City of Columbia and the CFD will continue to operate under the provisions of Ordinance No. 9.1540.

References

2A.1 1 Ordinance No. 9.1540

2A.1 2 CFD Response Area Map

2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

Description

The Columbia Fire Department (CFD) has a very limited area in which automatic aid is given or received. This area is confined to Interstate 70 and U.S. Hwy 63 near the city limits. In these areas, CFD and the Boone County Fire Protection District (BCFPD) have identified the need to have a dual response. This has proven to be an effective way to ensure there is overlapping coverage for incidents on the divided highways. All other boundary areas are covered by the authority having jurisdiction (AHJ), if additional assistance or resources are needed, mutual aid is requested.

CFD also participates in Missouri's statewide fire mutual aid system pursuant to Missouri Revised Statute 44.090. Our participation on the state level is voluntary and reaffirmed annually. CFD and the agencies we provide mutual aid to, recognize each respective agencies geographic boundaries.

Appraisal

CFD's participation in Missouri's statewide fire mutual aid system, has proven to be an effective method of requesting additional resources when needed.

Plan

The department will continue to participate in mutual aid locally and on a state level.

References

2A.2 1 Missouri Revised Statue 44.090

CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.

Description

Columbia Fire Department (CFD) has adopted the use of fire station primary response areas for the bulk of planning. We have also subdivided the City into approximately 103, one square mile Geographical Planning Zones (GPZ's) that give us the ability to conduct more detailed analysis of an area. CFD's process for using this data is documented in our Standards of Cover.

Appraisal

The CFD has used existing fire station primary response areas as the method for analyzing response data and risk. This method has proven to be a good method for the department. It allows for large enough area to provide a reasonable data set for analysis. A data set of less than 20 calls can be volatile and inaccurate. While the department will report risk category and classification performance data for small data sets, caution should be used during the analysis. As the city grows and population density increases, the department has provided the ability to conduct a more in-depth evaluation utilizing the one mile square planning zones. This one mile planning zone method has not been utilized at this point.

Plan

The department will continue to monitor the effectiveness of the fire station primary response areas and the need to utilize the one square mile planning zones on an annual basis.

References

- 2A.3 1 CFD Primary Station Response Area map
- 2A.3 2 CFD Geographical Planning Zone map

CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.

Description

Columbia Fire Department (CFD) takes population into consideration when planning. Historically, population has increased approximately 2.5% annually, and population density has by 18.84% in the past ten years. Each fire station's primary response area is analyzed for size and population. Based on this information and the departments fire risk assessment, responses can be adjusted as well as the need for additional resources. Each primary response area is further subdivided into individual 'run boxes' where response criteria can be finely tuned to fit the needs of that area's population density if it is vastly different from those that make up the primary station response area.

In the future, if there is the need for a more in-depth evaluation of an area, CFD has also subdivided the city into a grid consisting of approximately 103, one mile square Geographical Planning Zones (GPZ's). These have not been utilized, due to the small data set.

Appraisal

The community assessment based on population density has been beneficial for the department. CFD evaluates current and projected populations when determining the need for additional resources in an area.

Plan

CFD will continue to monitor population growth and development within the jurisdiction. We will also work closely with our Information Technology's GIS department to ensure the most accurate population data is used for future planning. CFD is also looking at

moving to Automatic Vehicle Location dispatching (AVL). This would allow for closest unit dispatching.

References

2A.4 1 Station primary response area population density chart

2A.4 2 Primary Station Response Area map

2A.4 3 CFD CRA-SOC pg. 32-33

2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Columbia Fire Department maintains a records management system (Firehouse) that includes data for property, life, injury, environmental and other associated losses. Starting in 2018 we began gathering data on human and physical assets preserved and /or saved. Prior to this CFD only captured losses. This information is included in our record retention schedule and maintained for a minimum of five years.

Appraisal

Information pertaining to losses and assets preserved are reviewed monthly at our command staff meetings. This information is also reviewed quarterly and annually to identify trends or patterns that need to be addressed. Overall, the process of sharing and evaluating information of this nature has been beneficial and helpful in our decision making process.

Plan

The department will continue to maintain a records management system that meets or exceeds current capabilities. We will also continue using this information for data based decision making.

References

2A.5 1 CFD CRA-SOC pg.55

2A.5 2 December 2017 YTD Statistics Report

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

Description

As stated in our Standards of Cover, the Columbia Fire Department (CFD) has a methodical approach to planning which factors in geography, topography, climate, and population density, along with the transportation network, infrastructure and a thorough evaluation of existing and proposed development.

Appraisal

The ability to examine data by defined planning zones (fire station primary response area) utilizing a wide range of variables at many different levels has proven to be valuable.

Plan

CFD will continue to use adopted planning zones for risk and response analysis. We will also continue to embrace technology in an attempt to increase the quantity and quality of the data we use.

References

2A.6 1 CFD CRA-SOC pg. 32-33

2A.7 Significant socio-economic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

Description

The Columbia Fire Department (CFD) identifies response area characteristics for each fire station primary response area. This is outlined in greater detail in the CRA-SOC. Each response area has a variety of characteristics. Reviewing each area has provided each station with the ability to prepare for common response types.

Appraisal

The CFD utilizes the plan review process to identify new developments and construction which change the characteristics. This allows the fire department time to plan for response adjustments if needed. Currently, the Fire Marshal prepares a monthly Operational Impact Review (OIR) that is presented at the staff meeting. This review publishes current and ongoing projects which could affect responses as well as provide a glimpse into what is coming. This OIR is shared with all members of the department in the staff meeting notes.

Plan

The department will continue to utilize the primary response areas to analyze area characteristics. Through the plan review process, the Fire Marshal's office is involved early in new development/construction.

References

2A.7 1 December 2017 Operational Impact Review

2A.7 2 CFD CRA-SOC pg. 12-19

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

Description

The Columbia Fire Department's Fire Marshal's Division manages and reports on all safety and remediation programs including public education, fire code inspections, new construction fire code plan reviews, site plan reviews and Juvenile Fire Setter program.

This information is compiled and disseminated department wide quarterly and evaluated for program effectiveness.

Appraisal

While the program has been effective, the department is taking steps to make the fire prevention, public education, injury prevention, and public health programs even more effective. In the 2018 Columbia Fire Department Strategic Plan, it is outlined that CFD will strengthen community outreach programs and increase our engagement with all citizens. This is in an effort to expand our current programs and ensure that department members and the public both have knowledge of the programs.

Plan

The Fire Marshal's Division will continue to manage the department's safety and remediation programs and look to enhance and expand them following the 2018 – 2021 CFD Strategic Plan and allowing the data from incident response to drive the expansion.

References

2A.8 1 CFD strategic plan pg. 43-46

2A.9 The agency identifies critical infrastructure within the planning zones.

Description

The Columbia Fire Department (CFD) has identified critical infrastructure within each fire station's primary response area (planning zone). This is tracked on a web map. This map outlines critical roadways and bridges, water storage sites, well sites, pump stations, and electrical sub-stations. This map is maintained by the City GIS department and is updated annually or if a major change occurs.

Appraisal

This map is an effective method for keeping the on-duty shift commanders aware of the locations of critical infrastructure.

Plan

CFD will continue to identify critical infrastructure within our service area and broaden the distribution of the information as possible.

References

2A.9 1 Critical Infrastructure Map link:

<http://gocolumbiamo.maps.arcgis.com/apps/webappviewer/index.html?id=3ffdd940329d4fdb1345a946c6911be>

Criterion 2B: All-Hazard Risk Assessment and Response Strategies

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

Summary:

The Columbia Fire Department (CFD) has conducted an all hazard risk analysis for the City of Columbia. During the risk analysis the department was able to establish the major classifications we encounter. Based on that data we have outlined the appropriate level of response for each risk category and risk level. They are as follows:

Fire: Low and High risk

EMS: Low, and High risk

Technical Rescue: Low, Moderate, and High risk

Hazardous Materials: Low and High risk

Performance Indicators:

CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.

Description

The Columbia Fire Department (CFD) has a documented and adopted methodology for risk identifying, assessment, categorizing, and classifying. This includes all risk classifications; Fire, EMS, Hazardous Materials, and Technical Rescue. This is an integral part of our CRA-SOC and is outlined in greater detail there.

Appraisal

CFD has utilized a three axis analysis tool which utilizes the probability, consequence, and impact to determine risk classification based on NFIRS codes. Based on the analysis, each category is broken down into classifications which can vary from low to special.

CFD also utilizes GIS mapping software to identify building risks in the city. This system is applied to all new buildings being constructed in the city. This occurs during the plan review process as well as the final fire inspection and is completed by the Fire Marshal's office.

Plan

CFD will review this model annually to evaluate its effectiveness and make adjustments as needed.

References

2B.1 1 Risk assessment matrix

2B.1 2 CFD CRA-SOC pg. 52-54

2B.1 3 Target Hazard Identification Methodology

2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

Description

The Columbia Fire Department (CFD) has evaluated historical data for the past three years. This data is presented in the CRA-SOC. This data is broken down by risk category and risk classification.

In addition to the CRA-SOC, the department reviews historical data on a monthly basis during staff meetings. This keeps the data current and allows for early identification of developing trends.

Appraisal

A regular review of previous and current data has been beneficial in educating all department members on overall performance and effectiveness in meeting internal goals. An annual report also provides City management and the citizens we serve with a snapshot of the previous year's activities.

Plan

The department will continue to analyze and evaluate response data for prior years and review/evaluate this data monthly at the command level to assist in addressing the needs of the department.

References

2B.2 1 CFD CRA-SOC pg. 78-86

2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saves are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Columbia Fire Department (CFD) has collected loss data for over ten years in our records management system. Estimated loss data is compiled, broken down by call type, and reviewed monthly, in a YTD report, at command staff meetings. Starting in 2018, the department began truly gathering data on physical assets preserved and/or saved. This information is included in our record retention schedule and maintained for a minimum of five years.

This information is included in our monthly and annual reviews, as well as in our annual report that is distributed to City management and the public.

Appraisal

The department's ability to gather, evaluate and disseminate loss data is adequate and meets our needs. We have implemented procedures to also gather save data. This will aid us in determining the potential magnitude of loss vs save within a specific risk category and classification.

Plan

CFD will continue gathering loss and save data. This data will be incorporated into our monthly and annual reviews as well as our annual report.

References

2B.3 1 January 2018 Dollar value saved and loss analysis report

2B.3 2 2017 CFD Annual Report

CC 2B.4 The agency’s risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.

Description

The Columbia Fire Department (CFD) has conducted an analysis of the risk categories and classifications by each planning zone. This analysis occurs on an annual basis. The initial analysis was conducted for each year on the 2015 – 2017 data.

Appraisal

The analysis of the data by risk category and classification within each planning zone has been effective for the department. This analysis provides the department with a look at which planning zones are performing below the 90 percentile for the department and which ones are performing better than the established benchmark.

Plan

The department will continue to analyze the data by risk category and classification within each planning zone on an annual basis.

References

2B.4 1 Performance by category, classification and primary response zone 2015-2017 compared to benchmarks

2B.4 2 CFD CRA-SOC pg. 52-54

2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Description

The Columbia Fire Department (CFD) has conducted a formal building risk analysis and has identified and scored the parcels in our service area using an ESRI GIS mapping application. This application takes into account life safety systems during the process. The lack of life safety systems impacts the risk score for that parcel and could result in a higher level of risk being assigned.

The City of Columbia has also adopted and enforces the 2015 International Fire Code (IFC) which helps determine by use group which buildings are required to have specific system types.

Appraisal

This risk analysis has proven valuable to the CFD. Prior to conducting the formal risk assessment, the fire marshal's office had records of buildings with life safety systems from the plan review and building inspection process.

Plan

The department will continue to evaluate life safety systems as part of the risk assessment process and will review this model annually to evaluate its effectiveness and make adjustments as needed.

References

2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

Description

Part of the process in conducting the first formalized risk assessment includes evaluating critical infrastructure, e.g. water supply and road network, in each station's primary service area/planning zone. This information has been noted and is used for response planning and response purposes. This is tracked on a web map. This map outlines critical roadways and bridges, water storage sites, well sites, pump stations, and electrical sub stations. This map is maintained by the City GIS department and is updated annually or if a major change occurs.

Appraisal

The system used to assess critical infrastructure by planning zones has proven effective for the department. This analysis provides the department with detailed information about critical infrastructure within each planning zone.

Plan

The department will continue to add additional locations which are deemed as critical infrastructure as they are identified. In addition, the department will review and update the map at least annually.

References

2B.6 1 Critical Infrastructure Map link:

<http://gocolumbiamo.maps.arcgis.com/apps/webappviewer/index.html?id=3ffdd940329d4fdb1345a946c6911be>

Criterion 2C: Current Deployment and Performance

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

Summary:

The Columbia Fire Department (CFD) continually identifies and evaluates the demands within our jurisdiction. The breakdown of the data is documented in our Standards of Cover document.

Performance Indicators:

CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

Description

The Columbia Fire Department (CFD) has adopted a methodology for providing consistent delivery of service in all areas for all risk categories and classifications. This is covered in greater detail in the CRA-SOC. Based on the risk assessment the department determined and established the risk categories and classifications. The department has established critical tasking for each risk category and classification. This information is utilized and applies across the department for responses. The CRA-SOC and department policies are updated as needed based on data analysis, to ensure that CFD provides consistent service across the jurisdiction.

Appraisal

The department utilizes the CRA-SOC to continually review responses as well as the data generated, to ensure that service delivery is consistent. Customer satisfaction also plays into determining the effectiveness of service delivery. Annually, the City of Columbia conducts a citizen survey. This survey is conducted and includes all demographics and socio-economic levels within the city. CFD administration analyzes this data on an annual basis to ensure the department is meeting customer expectations.

Plan

The CFD will continue to evaluate response data, emerging trends and survey data to ensure that consistent service is delivered to all risk categories and classifications. These factors are evaluated on a monthly, quarterly and annual basis. When a change is needed,

department policy and the CRA-SOC will be modified.

References

2C.1 1 August 2018 staff meeting notes

2C.1 2 CFD CRA-SOC pg. 52-73

CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

Description

The Columbia Fire Department (CFD) has established a methodology and a schedule to systematically monitor the quality of our emergency response performance for each service type within each planning zone and total response area. Both the quarterly and annual performance data are calculated and analyzed by CFD administration. The performance data is calculated by using the risk category and classification as outlined in the CRA-SOC. Once the data is complete, it is analyzed utilizing prior data as well as community expectations. CFD has adopted the usage of the 90th percentile for all reporting.

Appraisal

The quarterly analysis is a valuable tool, which allows the department to see trends and things that impact areas. Some data can only be reviewed annually due to a limited number of qualifying responses.

Plan

The Columbia Fire Department will continue to monitor the quality of our emergency response performance for each service type within each planning zone and total response area and make adjustments where necessary.

References

2C.2 1 Analysis Report Schedule

2C.2 2 Emergency Response Performance report methodology

2C.2 3 CFD CRA-SOC pg. 78-86

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Description

The Columbia Fire Department (CFD) identifies fire protection and detection systems during new construction fire code plan reviews, compliance checks and through our fire inspection program for commercial properties. This information is organized in the City of Columbia's records management system HTE. We are also gathering this data in our building risk assessment tool. This data has been used and will continue to be used in determining appropriate response strategies.

Appraisal

Our current system of gathering data on fire protection and detection systems is adequate. The ability to utilize the information has been somewhat of a challenge due to our Computer Aided Dispatch (CAD) system's limitations.

Plan

The CFD will continue to collect and evaluate fire protection and detection systems as in the past. We will also work with Boone County Joint Communications (BCJC) to implement this information into the CAD system for dispatch purposes.

References

2C.3 1 CFD CRA-SOC pg. 73

CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.

Description

The Columbia Fire Department (CFD) has conducted a critical task analysis for each risk category and classification. This process outlines the tasks that need to be conducted in order to mitigate the situation upon arrival. The information generated from this allows CFD to determine the appropriate effective response force for an incident. CFD utilizes this information to ensure all personnel are receiving the training needed to be able to complete the tasks required for a given incident. Quarterly following staff meetings, the command staff conduct incident reviews from each shift. During these reviews resources are analyzed to ensure our critical tasking is accurate and meeting the needs in numbers and in timing.

Appraisal

The department has utilized incident data as well as training records and national trends to help in determining if our critical tasking is effective. Based on historical response data the department has determined that the current critical tasking is meeting most needs. Areas of concern include high hazard/high rise buildings, which are more labor intensive. The department is developing a plan to address this.

Plan

The CFD will continue to analyze critical tasking and make adjustments as necessary. A need was determined in high hazard/high rise buildings in relation to critical tasking. Due to a new Computer Aided Dispatch (CAD) system being operational, the department will be better able to adjust the units sent to specific nature codes or potentially by specific addresses. In 2018, the department is developing a process to make this happen, and will

then adjust the critical tasking to fully meet the needs for this risk category and classification.

References

2C.4 1 CFD CRA-SOC pg. 52-54, 58-59, 62-63, 66-68, and 71-72

CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

Description

The Columbia Fire Department (CFD) has identified the response time components including: alarm handling, turnout, first unit travel time, ERF travel time, and total response time for each risk category and risk classification. The department had been reporting some of these times in averages, but didn't consistently analyze them. The times are now being reported and analyzed on a monthly and annual basis to ensure services are consistent and reliable. All time reports are completed at the 90th percentile. The benchmark and baseline data are listed as part of the CRA-SOC.

Appraisal

The monthly reporting cycle is proving to be beneficial in ensuring the services we are providing are consistent and reliable throughout our response area. It has been determined that the quarterly reports for each risk category provide a valid and reliable data set. The department reports data sets smaller than 20 incidents, however small data sets can be unreliable for making decisions. Through this analysis the department is able to help determine service gaps.

Plan

The department will continue to report, process and analyze reports quarterly as well as annually. The annual reports will be by risk category and risk classification. In addition, these reports will be published in the comprehensive annual report for all services provided.

References

2C.5 1 2017 Quarterly Performance Report by Category Dept. Wide
2C.5 2 CFD CRA-SOC pg.78-86

2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Description

The Columbia Fire Department (CFD) has identified the response time components including: alarm handling, turnout, first unit travel time, ERF travel time, and total response time for each risk category and risk classification. These times are analyzed for the entire department on an annual basis. In addition, each risk category is analyzed on a quarterly basis. All time reports are completed at the 90th percentile. The benchmark and baseline data are listed as part of the CRA-SOC.

Appraisal

The quarterly and annual reporting cycles have proved beneficial to ensuring the services we are providing are consistent and reliable throughout our response area. It has been determined that the monthly reports by each risk category provide a good reference to address items in the shorter time interval. The annual reports provide a greater look at overall performance. The department is utilizing this data analysis to show where performance gaps are and need improvement.

Plan

The department will continue to report process and analyze reports quarterly and annually as well as publish a comprehensive annual report for all services provided.

References

2C.6 1 Quarterly Emergency Response Performance Report by Category and Primary Response Area

2C.6 2 CFD CRA-SOC pg.78-86

CC 2C.7 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Columbia Fire Department (CFD) has made efforts to maintain and improve performance. The department has identified several areas of concern with respect to response times. The first solution includes regularly reporting performance data to staff. By making staff aware of the times, they can assist in making improvements, or assist in developing how to make improvements. In addition, the department has identified a performance gap in travel times. This is a result of the need for some additional stations. Fire administration has been working with city management to develop an expansion plan. This is very funding dependent and limited progress has been made.

Appraisal

The department has identified several performance gaps. The first is the alarm handling times. This is being addressed with Boone County Joint Communications (BCJC), which handles all dispatching. The department has begun to meet on a monthly basis to review times and work on options to improve the alarm handling times. The second performance gap is in turn out times. The department is addressing this through the use of education of personnel, and investigating options for a more effective pre-alerting system from BCJC. In addition, the department has identified a performance gap in travel times. This is a result of the need for some additional stations. Fire administration has been working with city management to develop an expansion plan. This is very funding dependent and limited progress has been made. Fire administration has submitted a plan to city management for expansion and it will be presented as part of the 2019 city budget proposal to the City Council.

Plan

CFD will continue to meet with BCJC on a monthly basis to discuss alarm handling times and explore improvement options. The department is posting turnout times and has tied the improvement of these times to the 2018-2021 Strategic Plan. CFD will continue to

monitor and report its performance, making changes as necessary. Fire administration will continue to develop plans when service gaps are identified and report that information to fire department staff as well as city management. In 2019, the department will begin including performance data as a part of the comprehensive annual report.

References

2C.7 1 Four Minute Travel Time 2018

2C.7 2 Four Minute Travel Time- Stations 10&11

2C.7 3 July 2018 Turn Out Time Report

2C.7 4 2018-2021 Strategic plan pg. 46-47

2C.8 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

Description

The Columbia Fire Department (CFD) has assessed resiliency, based on historical large scale incidents and large weather events. In the event of a widespread or large scale event, a CFD Chief Officer would respond to the dispatch center, Boone County Joint Communications (BCJC). Once there, alterations are made to responses to ensure coverage is provided throughout the city. The department has the resiliency to support up to two working fires at the same time; however any additional large event would require mutual aid from the surrounding fire protection districts. The Computer Aided Dispatch (CAD) system is set up in a manner that it will automatically add county fire units if no city units are available due to call volume.

CFD and the Boone County Fire Protection District (BCFPD) is automatically notified when a second alarm is struck inside the city's jurisdiction. This is outlined in CFD Operational Bulletin (OB) ERP-4. This notification is also programmed into the CAD system and occurs automatically.

Appraisal

This system has been effective for the department in ensuring resiliency.

Plan

The CFD will continue evaluate its resiliency and make adjustments as needed.

References

2C.8 1 CFD Operational Bulletin ERP-4

Criterion 2D: Plan for Maintaining and Improving Response Capabilities

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

Summary:

The Columbia Fire Department (CFD) is continually analyzing its deployment methods to ensure that risks are addressed in the most efficient and effective manner. This is done in several ways. Each month and annually, during our command staff meeting, incident data is analyzed and discussed for ways to improve. Annually, we publish a report that outlines the department statistics. The department has also added a quarterly meeting with the senior command staff to conduct specific incident reviews and analyze gaps in response as well as personnel training needs.

Performance Indicators:

CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

Description

The Columbia Fire Department (CFD) utilizes multiple ways in which to assess performance. The department utilizes response performance data to assess performance. This is done on a monthly, quarterly and annual basis. This provides a timely way to identify gaps and make improvements. The department also analyzes incident history for many factors. Some of the other factors include dollar loss vs. dollar saved on fires, confinement of the fire, and fire cause. Each of these items is analyzed to provide information that is used to ensure awareness in trends and opportunities to improve. Last, the department analyzes the city's annual citizen survey results to ensure that citizen/customer expectations are being met.

Appraisal

Utilizing these tools has proven effective for assessing adequacy, consistency, reliability, resiliency, and identify opportunities for improvement in the department's response area. A good example of this is the use of investigative fire cause data being used to determine which targeted educational campaign is needed. In 2018, the department began using this method.

Plan

The CFD will continue to assess performance and take advantage of opportunities for improvement.

References

- 2D.1 1 Citywide Directionfinder survey 2017 pg. 6-8
- 2D.1 2 Analysis Report Schedule
- 2D.1 3 2018 Targeted Education Campaign schedule

2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.

Description

The Columbia Fire Department (CFD) developed a report schedule to keep everyone on the same page as to when a report needs to be run as well as the frequency in which it needs to be run. This allows the department to have the required reports run in a timely manner to monitor the quality of emergency response performance for each risk category within total response area. The reports cover a variety of matrices and all service types throughout our jurisdictional area.

Appraisal

This method has been successful for the department. The analysis allows fire administration to see service gaps early and allow for adjustments to be made if possible.

Plan

CFD will continue to monitor and evaluate the quality of our emergency response performance for each service type and make adjustments accordingly. In addition, new reports will be added as they are identified.

References

2D.2 1 Quarterly Emergency Performance Report by Category and Primary Response Area

2D.2 2 Analysis Report Schedule

2D.2 3 September 2018 Staff meeting report

CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

Description

The Columbia Fire Department's Fire Marshal's Division reviews all plans for new construction and site plans for future development. The department also participates in the City's Development Review Committee that meets regularly to discuss new and proposed development. These reviews and meetings involve every aspect of City government including infrastructure, planning and zoning, and building and site development. Information from these interactions is compiled monthly in a formal report titled Operational Impact Review and discussed at the regularly scheduled command staff meetings.

The department's performance monitoring methodology includes monthly and annual reporting of department performance on call processing, turnout time, travel time and total response time for the first arriving unit and effective response force for each service type.

The department also monitors other factors including political environment. Often external factors can have unintended impact on service capabilities. This monitoring comes from various methods including; city administration, the Civic Relations Officer, the City Legal Department, Chamber of Commerce, and the State Fire Marshal.

Appraisal

The Fire Marshal's Division's participation in site development, new construction projects and the Development Review Committee has been effective in ensuring that the department is included in the planning process for residential and commercial growth. This early awareness allows the department to make plans for the change prior to the need, not after a situation occurs.

Plan

The Columbia Fire Department will continue to stay active in future development plans and new construction projects and incorporate that information into future decision making.

References

2D.3 1 January 2018 Operational Impact Review

2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description

The Columbia Fire Department (CFD) continuously monitors performance data, following a predetermined schedule. Each report is run on its schedule and supports the annual report as well as the annual review the department conducts. This method is proving to be a valuable system which allows trends to be quickly identified.

Appraisal

Reviewing and monitoring data continuously is proving to be very valuable. By predetermining a schedule, reports are not missed and trends or indicators of trends can be identified.

Plan

Previously, CFD has not reported publicly all of the performance data from the past year. Beginning in 2018, the annual report will include all performance data. CFD will continue to monitor and evaluate performance data and adjust our operations as well as the report timing as needed to improve our efficiency.

References

2D.4 1 January-May Dollar Value Saved and Loss Report

2D.4 2 Analysis Report Schedule

2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

Description

The Columbia Fire Department (CFD) has robust public education and community risk reduction programs that include fire code compliance plan reviews for new construction, site reviews for future development, a fire code inspection program for all commercial properties, a targeted public education program using research based educational concepts, a juvenile fire setters program and a car seat installation program. Data derived from these programs in our monthly and annual reviews is used to focus our code enforcement and public education efforts. In 2018, the department began analyzing investigative fire cause data to assist in determining which topics to focus targeted educational programs on.

Appraisal

Our efforts at public education and community risk reduction are well established and have proven effective to our community's needs. We are enhancing our public education efforts by gathering feedback from all public education opportunities and using historical data to target areas of our community for fire and life safety training.

Plan

CFD will continue to integrate and monitor mitigation program efforts in our planning process. In late 2018 and early 2019 the department will expand the data analysis to include risk categories in addition to fire suppression, for targeted educational programs

References

2D.5 1 June 2018 Public Education Contact Report

2D.5 2 2018 Investigative cause report

2D.5 3 2018 Targeted education schedule

CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

Description

The Columbia Fire Department reviews its performance for each risk category and risk classification annually. On a quarterly basis, each risk category is analyzed for the entire jurisdiction.

Appraisal

Through this analysis the department has found some performance gaps. These gaps include alarm handling, turnout time and travel time. Utilizing the performance reports have proven to be a valuable tool in educating staff and allowed the department and its members to begin working on solutions. The gaps identified during the development of the community risk assessment – standards of cover (CRA-SOC) are listed in that document.

The CFD is utilizing this analysis and the gaps identified to justify the addition of several fire stations. This was proposed to city administration and is currently in the proposed budget for 2019 that will be presented to the City Council. In addition to this, CFD has identified the need to focus on turn out time reduction. All personnel are being educated on the benchmark as well as monthly performance. The 2018-2021 CFD Strategic Plan also outlines some efforts to bring these times down.

Plan

The department has realized the performance gaps and several of them are listed in the 2018 – 2021 Strategic Plan for improvements.

CFD has begun to meet with the dispatch center on a regular basis for the purpose of discussing alarm handling times, as well as working on ways to improve the pre-alert system and the potential implementation of automatic vehicle location (AVL) dispatching.

There is also a focus on turnout times. Each month during the staff meeting, turnout times are published by company and shift to allow staff members to see their performance from the prior month.

The department is also working with city administration to budget for some additional stations which will also assist in reducing travel times in several areas of need.

CFD will continue to evaluate performance data to identify gaps and developing trends on a monthly, quarterly and annual basis.

References

2D.6 1 July 2018 turnout time report

2D.6 2 2018-2021 CFD Strategic Plan pg. 43-46

2D.6 3 CFD CRA-SOC pg. 93-95

CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

Description

The Columbia Fire Department (CFD) utilizes monthly, quarterly and annual reports to identify performance gaps. Once a gap in performance is identified, the project is assigned to someone on the department staff, who works to find a solution or a method to further identify the cause. In addition, the department established a Fire Department Improvement Committee made up of a variety of members. Anyone on the department has the ability to make a suggestion of improvement to the committee. Once the committee gets the recommendation, additional data is collected and compiled to ensure it is an improvement.

As is demonstrated in the Columbia Fire Department (CFD) 2018-2021 Strategic Plan the department utilizes a method by which tasks are assigned to an owner. The owner takes possession of the item and is responsible for overseeing the task and its timely completion. Once an action plan is identified and a timeline is laid out, the item is added to the monthly staff meeting agenda and is addressed at least on a monthly basis to track progress and completion.

Appraisal

This methodical plan to address operational issues in a timely manner is proving beneficial. Each month during the staff meeting the items currently being worked on are discussed as well as the progress and any potential roadblocks encountered or predicted.

Plan

The Columbia Fire Department will continue to review key performance indicators on a monthly, quarterly and annual basis, identify performance gaps and make corrective

actions as necessary. Continuous improvement is important to the department and will remain a department priority.

References

2D.7 1 Fire Department Improvement Committee quarterly report

2D.7 2 2018-2021 CFD Strategic Plan

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Description

The Columbia Fire Department's (CFD) produces an annual report each year which summarizes the prior year's facts and figures. In previous years this report has not included performance data. The Fire Chief does meet monthly with the City Manager to discuss the department and any gaps which have been identified.

The development of the community risk assessment – standards of cover (CRA-SOC) provided a better roadmap for how performance data and performance gaps are calculated, measured and identified. The department is also analyzing data on a monthly basis which can be easily communicated to city management.

Appraisal

Evaluation of data to identify gaps in operational capabilities has proven valuable to CFD. Due to budget restrictions, some gaps are not easily addressed, however additional time and data that continues to exhibit the gap provide further information. The Fire Chief now presents the quarterly performance reports to the City Manager.

Plan

The department will continue to report its performance monthly, quarterly and annually to assist in identifying performance gaps. In addition to the data provided in the 2017 Annual Report, future reports will include more expanded and detailed performance data.

References

2D.8 1 CFD CRA-SOC pg. 93-95

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Description

The Fire Chief reports to the City Manager on a monthly basis in a scheduled one-on-one meeting. During this time they discuss the state of the department and any performance gaps as well as remedies. Throughout the year, these meetings assist in prioritizing the following year's budget requests.

Appraisal

This format of meeting has been very effective in providing information to the City Manager. When gaps are identified and a solution is developed that require budget action, this information is added into the City Manager's proposed budget to the City Council. The FY 2019 budget proposal is an example of this. The City Manager has proposed an additional fire station in the East, an area that has grown and has long travel times.

Plan

The Fire Chief will continue to meet regularly with the City Manager and discuss short term and long range planning efforts.

References

2D.9 1 FY 2019 proposed budget pg. 341-346

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Description

The Columbia Fire Department (CFD) sought external stakeholder feedback through a 'Stakeholder Survey' that was distributed city-wide in December of 2017. Information gleaned from this survey was discussed with the City Manager and used to guide the decision making process on the development of the CFD 2018-2021 Strategic Plan. In addition to this, the city performs an annual citizen survey which polls every area in the city. This data is analyzed and discussed with city management as well.

Appraisal

Community interaction is sought through several methods. Interested parties meetings are held for all large building projects. This allows the public to provide input as well as increase their knowledge on what is being done. The City also conducts an annual citizen survey, in which specific questions are asked. This survey then compares the city to prior year's survey as well as similar surveys in other communities which are like sized. The CFD also requested external stakeholder input during the development of the 2018 -2021 Strategic Plan. This input was gathered by an online survey. The feedback gathered was utilized during the development of the strategic plan. The methods used by the department are effective in gaining community stakeholder interaction.

Plan

The department will continue gathering stakeholder feedback and maintain an active, open dialog with the City Manager to discuss service expectations as well as short and long term planning

References

2D.10 1 Citywide Directionfinder survey 2017 pg. 6-8

2D.10 2 CFD 2018-2021 Strategic Plan pg. 9-29

Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

Criterion 3A: Strategic Planning

A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

Summary:

The Columbia Fire Department (CFD) has a three year strategic plan. This plan was developed with both an internal and external stake holder input. The department will review and revise the plan as needed and at least annually. The plan has been submitted to the City Manager and was approved.

Performance Indicators:

CC 3A.1 The fire service agency has a published strategic plan.

Description

The Columbia Fire Department (CFD) has a published strategic plan. The plan covers 2018 – 2021. The plan was developed utilizing internal stakeholder input as well as external stakeholder input. The plan consists of six goals, 16 objectives, and 69 critical tasks. The plan is published both internally and externally. The plan was publicized both in a traditional press release as well as on social media.

Appraisal

The CFD utilizes the strategic plan as a guide when making decisions. To ensure compliance, each critical task is assigned to an owner or group. Each month during the monthly command staff meeting, the items currently being worked on are discussed and progress is reported. The method the department utilized to publish the document was very effective and gained a good bit of attention, which allowed the department to further explain the plan.

Plan

The CFD will continue to work on the plan throughout the planned timeframe. The plan will be monitored monthly for progress and updated as needed. A detailed review will occur annually, and will be published.

References

3A.1 1 2018-2021 Columbia Fire Department Strategic Plan

3A.1 2 May 2018 staff meeting notes

3A.1 3 CFD strategic plan news headline

3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

Description

The Columbia Fire Department (CFD) strategic plan is reviewed by executive staff prior to being disseminated to city leadership, the department, and the public. After that review, the plan is given to the City Manager for approval. Following that approval, the plan is sent out to the entire department as well as uploaded onto the department's web page.

Appraisal

This method of gaining approval is what is required by the City Manager. This method proved to be effective.

Plan

The CFD will continue to submit for approval any changes that are made, prior to publishing the plan to the public.

References

3A.2 1 Copy of Strategic Plan email to all CFD employees

3A.2 1 Confirmation of Transfer of the Fire Department's Strategic Plan

Criterion 3B: Goals and Objectives

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

Summary:

The Columbia Fire Department (CFD) holds regular monthly staff meetings, quarterly operations reviews, and the CFD annual review each year. Goals and objectives are updated throughout the year when appropriate. These updates are communicated to the entire department through meeting minutes, shift officers meetings and semi-annually during the Fire Chief's department wide meetings.

Performance Indicators:

CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description

The Columbia Fire Department (CFD) publishes our goals, objectives, and critical tasks that assist in achieving long range plans. CFD utilizes the strategic plan to help facilitate this. In the strategic plan all the objectives and critical tasks have specified time components, during which the tasks should be completed. Upon completion the plan will be updated to indicate that as well as provide the outcomes.

Appraisal

The method the department is utilizing to publish goals and objectives is very effective. Each month during the staff meeting, the goals, objectives and critical tasks are discussed and progress is reported. The findings are outlined in the staff meeting notes.

Plan

The CFD will publish all organizational goals and objectives that move us toward achieving our long range plans. The command staff meets monthly for a staff meeting, where goals, objectives, and tasks are discussed and updates provided. Annually, the department will publish publicly the outcomes of the goals and objectives to date.

References

3B.1 1 May 2018 staff meeting notes

3B.1 2 2018 Strategic Plan progress tracking

3B.1 3 2018-2021 Columbia Fire Department Strategic Plan (pgs. 40-56)

3B.2 The agency assesses its current status when establishing goals and objectives.

Description

The Columbia Fire Department (CFD) utilizes a process of continually assessing its current status. We have laid out a schedule for accomplishing all things that need to be completed each year. Our review and assessment process is done at monthly staff meetings, quarterly operations review meeting, and at the February annual review meeting. This information is then used to edit current goals and objectives and establish new goals and objectives.

Appraisal

The CFD has assessed current status and established goals and objectives, however clearly documenting this process and the goals and objectives was lacking. The department has found that the current process now utilized is much more effective and productive in keeping goals and objectives current.

Plan

The CFD will continue to utilize our assessment process and modify it as needed.

References

3B.2 1 Analysis Report Schedule

3B.2 2 CFD Accreditation review schedule

3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency's goals and objectives.

Description

The Columbia Fire Department (CFD) invites all internal stake holders to participate in the development, implementation, and evaluation of the agency's goals. When developing goals we conduct a Strengths, Weaknesses, Opportunities, and Threat (S.W.O.T.) analysis, with each member of the department being involved.

External stakeholder's participation is generally conducted through the use of surveys. They are done both online as well as in person. In addition to the department's survey, the city conducts an annual Citywide Directionfinder survey. This survey is conducted by an outside vendor who provides a complete report upon the conclusion of the survey.

Results from both the CFD survey and the Citywide Directionfinder survey are then compiled and an internal focus group which spans all shifts, ranks, and divisions, develops the goals and objectives.

Appraisal

The CFD has found our current system as being effective in getting participation for both internal and external stakeholders involved in the process.

There were 129 internal stakeholders that participated in the process. The S.W.O.T. analysis was conducted two times for each shift (6 total sessions), one time for chief officers, one time for the Fire Marshal's Division and civilian staff.

The external stakeholder survey was completed by 339 citizens. The survey was an online survey which we promoted via several social media platforms. We also provided printed copies to our community liaisons to allow for completion while on home visits.

Plan

The CFD will continue to evaluate the process and adjust the methods we use to gain participation as needed.

References

3B.3 1 Citywide Directionfinder survey 2017 (pgs. iii, 2,3,6,7,8)

3B.3 2 CFD Strategic Plan (pgs. 9-36)

3B.4 Published materials accurately portray the agency's goals and objectives as well as mission, vision, and values in context.

Description

The Columbia Fire Department (CFD) includes goals, objectives, and critical tasks, as well as the mission, vision, and values as part of the strategic plan. All of these items are accurately portrayed in the document. The mission, vision, and values are also posted in each station and our training facilities. During basic recruit school, the newest employees are exposed to the entire strategic plan to begin building CFD's culture.

Appraisal

The use of the strategic plan to publish CFD's goals, objectives, mission, vision and values has been effective. This document is published on the department's website, as well as a hard copy in each station.

Plan

The CFD will continue to post our goals, objectives, mission, vision, and values as part of our strategic plan and use them when making decisions in our department.

References

3B.4 1 2018-2021 Columbia Fire Department Strategic Plan

3B.4 2 CFD Mission, Vision and Values poster.

3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

Description

The City of Columbia utilizes a Manager/Council form of government. The City Manager is responsible to the council for city administration. The Fire Chief delivered a copy and went over the goals, objectives, and critical tasks of the strategic plan with the city manager. The City Manager has approved the plan.

Appraisal

The CFD has utilized the strategic plan as a way to provide a forecast to the City Council and city management as our future needs as provided by our internal and external stakeholder input. The CFD strategic plan also ties in to a number of the goals and objectives in the City of Columbia strategic plan. This approach has proven to be an effective method to ensure the department is following the desired direction of the City Council.

Plan

The CFD will continue to provide documentation of our goals and objectives to city management for review.

References

3B.5 1 2018-2021 Columbia Fire Department Strategic Plan

3B.5 2 2016-2019 City of Columbia Strategic Plan

3B.5 3 Confirmation of Transfer of the Fire Department's Strategic Plan

3B.6 When developing organizational values, the agency consults its members.

Description

The Columbia Fire Department (CFD) conducts strategic planning meetings with each shift, and division of the department. During these meetings we conducted a Strengths, Weakness, Opportunities, and Threat (S.W.O.T.) analysis as well as a discussion on department values. During this time each member is given the opportunity to list the values most important to them. Using the data from these meetings the department held an internal focus group which formulated the departmental values.

Appraisal

The CFD practice of developing the organizational values was productive and well received by the members of the department. In the past the department's values and the definitions were exactly the same as those of the City's. Through this process the department kept the values yet let the department members define them so they fit the department specifically. This created more buy in from the members.

Plan

The CFD will continue to utilize the S.W.O.T. analysis to serve as an information gathering tool for developing organizational values.

References

3B.6 1 2018-2021 CFD Strategic Plan (pgs. 39)

3B.6 2 2017 Training calendar (September)

Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary:

During the development of the strategic plan specific goals and objectives are developed with assigned timeframes as well as owners, and resources needed. During staff meetings throughout the year the goals and objectives are discussed and updated as needed. During the February staff meeting, the command staff develops any additional short term goals necessary. Updates are recorded in the monthly staff meeting minutes as well as the department strategic plan goals, objectives, and critical tasks.

Performance Indicators:

CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.

Description

The Columbia Fire Department (CFD) uses the strategic planning process and annual program appraisal process to set goals, objectives, and critical tasks. CFD also utilizes the annual budget process to assist timing of these goals, objectives, and critical tasks. The management process utilized to track progress and results come in a variety of ways; reports during monthly staff meetings, annual program appraisals, and annual reviews of program goals. The progress and results are published in the monthly staff meeting notes, annual program appraisals, and following the February annual review meeting. The progress on goals, objectives and critical tasks is also tracked on a word document which is maintained by the Accreditation Manager.

Appraisal

The department utilizes the monthly staff meeting to track progress and results of goals, objectives, and critical tasks. As a way to better highlight the goals and objectives, the agenda was changed to move this discussion to the beginning of the meeting. This method has proven to be very effective and keeps the goals, objectives, and critical tasks in front of everyone.

Plan

The CFD will continue to utilize the monthly staff meeting and the annual program appraisals to track progress and results of department goals, objectives and critical tasks.

References

3C.1 1 May 2018 Staff Meeting Notes

3C.1 2 Analysis Report Schedule

3C.1 3 Strategic Plan Progress Tracking

CC 3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.

Description

The Columbia Fire Department (CFD) has implemented a process where after the development of any goals and objectives, either short or long term, an owner of the goals, objectives and critical tasks are established and documented. The owner is responsible for following through and providing updates to their particular goal, objectives and critical tasks throughout the life span of them. Goals, objectives and critical tasks are updated in the monthly staff meeting notes, which are published for all members to see.

Appraisal

Previously, the CFD didn't do a good job at formally assigning a person or group of people to particular goals and objectives. Generally goals and objectives were being followed through on, there was no good documentation to support it. The system that is currently being used has proven to be much more effective and provides much greater follow through. It also provides anyone with questions a direct path to the "owner", who should be able to answer any questions.

Plan

The CFD will closely monitor the process of assigning an owner of respective goals and objectives to ensure it is getting the results desired.

References

3C.2 1 2018-2021 Columbia Fire Department Strategic Plan (pgs. 41-51)

3C.2 2 June 2018 Staff Meeting Notes

3C.3 All members receive information explaining the agency's goals and objectives.

Description

The Columbia Fire Department (CFD) believes it is important for members to continually receive information explaining goals, objectives and critical tasks. This is accomplished by posting them monthly in the staff meeting notes. This provides the opportunity for everyone to see what is being worked on as well as the status of them.

Appraisal

The department identified that change was needed in the way goals and objectives progress was being reported. In 2018, following the development of the current strategic plan the department began more clearly defining the goals, objectives and critical tasks being worked on, who the owner was and what progress was and had been made toward completion. Providing clear feedback to department members on the progress on the goals, objectives and critical tasks has proven to be very valuable. This keeps information about what is happening in the front of every member's mind.

Plan

The CFD will continue to work on implementing the formalization of goals and objectives as well as disseminating the information to all members.

References

3C.3 1 May 2018 staff meeting notes

3C.3 2 September 2018 staff meeting notes

3C.4 The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

Description

The Columbia Fire Department (CFD) maintains a good working relationship with many external organizations. These organizations can be consulted when our goals and objectives require external resources. These organizations include but are not limited to: University of Missouri Fire Rescue Training Institute (MUFRTI), Missouri Division of Fire Safety, Missouri State Fire Marshal's Office, the Local Emergency Planning Committee (LEPC), Boone Hospital Center Ambulance Service (BHCAS), University Hospital Center Ambulance Service(UHCAS), Columbia Regional Airport Public Safety, Boone County Sheriff's Department, Columbia Police Department, University Police Department, Southern Boone County Fire Protection District (SBCFPD), and Boone County Fire Protection District, (BCFPD).

Appraisal

The CFD has always maintained good relationships with external organizations. This has been very effective. Through these relationships the department has had access to materials, free training and information early. Multiple times the department has participated in beta courses and been able to assist with the development of the final version of the course and or free training for department members.

Plan

The CFD will continue to maintain these relationships and work toward formalizing any agreements that are necessary.

References

3C.4 1 Ordinance No. 020255

3C.4 2 Mid-Missouri Bomb Squad MOU

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

Summary:

The Accreditation Manager keeps records of department progress on all established goals and objectives. During monthly staff meetings goal and objective owners report on progress being made at established intervals. Annually, during the February staff meeting, all goals and objectives are reviewed. The process is recorded in the staff meeting notes.

Performance Indicators:

CC 3D.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long range plan(s).

Description

The Columbia Fire Department (CFD) examines and modifies its goals, objectives, and critical tasks on a monthly and annual basis. Following the time schedule attached to the strategic plan, each goal, objective and critical task is reviewed at its time. The entire strategic plan is reviewed annually during the annual review in February. All other goals and objectives are reviewed as needed or during the annual appraisal review. All program specific goals are evaluated in an ongoing process and formally updated during the annual appraisal process of each program.

Appraisal

The method the department is currently using to examine and modify goals, objectives and critical tasks is working very well. The monthly review of the items currently being worked on, allows for small adjustments to be made when it is determined as necessary. During the annual, overall review, the department is able to look at the larger scope of the goals, objectives and critical tasks. During this time larger changes can occur if circumstances have changed the needed direction.

Plan

The CFD will continue to implement establishing formal goals, objectives, and critical tasks. Following the establishment of goals, objectives and critical tasks, the department will establish a review schedule for them to ensure they are reviewed in a timely manner. Generally, this will be on a monthly, quarterly or annual basis, depending on the goal and tasks associated.

References

3D.1 1 Columbia Fire Department Annual Program Appraisal form

3D.1 2 Analysis Report Schedule

CC 3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.

Description

The Columbia Fire Department (CFD) continuously evaluates ways to improve efficiency and execution of department objectives. A good example of this is in the 2018-2021 Strategic plan objective 3E and the critical tasks listed. Analysis has shown that operational and administrative processes can be changed to better serve the department and it's customers. Department members armed with good current information can assist in identification of audiences in need of one of our existing public education programs.

Evaluation of efficiency and execution is accomplished utilizing monthly staff meetings, as well as at the annual review which is conducted each February. Generally, the owner of a particular objective will identify the challenges they are experiencing while pursuing that objective. This will be identified during their monthly progress report. For all other improvements, the department also utilizes the Fire Department Improvement Committee (FDIC) as a method of evaluating improvement suggestions. This committee meets every other month to work on suggestions.

Appraisal

This method has proven to be a very good method to identify changes that would improve the ability to complete the objectives of the department. The FDIC has removed some of the bottle neck areas in a department member's idea being looked at. This dedicated committee, researches and tests if necessary a new idea prior to moving it forward the department administration as a viable change. This has reduced the workload on the command staff and enabled department members to make good suggestions.

Plan

The CFD will continue to utilize the monthly staff meetings, annual review and FDIC meetings to evaluate for efficiency improvements in the pursuit of departmental objectives.

References

3D.2 1 May 2018 staff meeting notes

3D.2 2 Fire Department Improvement Committee Quarterly Report – 2nd Quarter 2018

3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

Description

The Columbia Fire Department (CFD) provides progress updates to the City Manager on a monthly basis. This occurs during the Fire Chief’s monthly meeting with the City Manager. CFD also provides updates to the members monthly, through the staff meeting notes, following each staff meeting. Updates are provided to the public in the annual report which is published in March. This report will be published on the departments web page

Appraisal

In the past CFD reported updates when they occurred, however until recently the department has lacked the formalization of goals, objectives, and critical tasks. Identifying this short coming has allowed the department to develop a better reporting method and timeline to follow. This new method has proven very effective internally and an annual update publicly is expected to be effective as well.

Plan

The CFD will continue to engrain the establishment of goals and objectives as part of our processes. As progress is made we will continue to report it to the City Manager, the members, and the public.

References

3D.3 1 2017 Columbia Fire Department Annual report

3D.3 2 May 2018 staff meeting notes

Category IV: Financial Resources

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies shall be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) of the United States and Canada for their Budget and Comprehensive Annual Financial Report (CAFR) may submit those certificates and their Budget and Comprehensive Annual Financial Reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.10.

Criterion 4A: Financial Planning

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

Summary:

The City Manager is assigned the responsibility of preparing the annual budget that is presented to the City Council, for the final vote. The City of Columbia utilizes a fiscal year beginning in October and ending in September. The Fire Chief, with oversight from the City Manager, determines the specific goals and objectives for the department.

Among the duties listed in the Fire Chief's classification specification are the responsibilities for organizing, planning, and directing all functions of the department; determining the fire protection needs of the community and budgeting for resources to meet those needs. Policies, guidelines and processes for developing the annual budget are defined and documented by the city Finance Director. Department budget input involves all fire department staff.

The department's operating budget preparation involves input from the Fire Chief and chief officer staff. The department's strategic plan, in part, identifies future financial planning needs by addressing department goals and objectives.

The city's capital improvement plan identifies existing facility improvements, new facility construction, apparatus purchase, and equipment when it meets capital replacement guidelines.

The annual budget process, including the capital improvement program, ensures that expenditures stay in line with allotted financial resources. The budget process includes

periodic review and revisions to adjust operating and capital improvement program budgets to reflect actual expenditure needs for the organization.

Performance Indicators:

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

Description

The City Manager and the City Council are responsible for creating the priorities for the city through the annual goal setting process. The Fire Chief, with oversight from the City Manager and through the strategic plan development process, determines the specific goals and objectives for the department. The City Manager is assigned the responsibility of preparing the annual city budget for review and adoption by the City Council for a fiscal year beginning in October and ending in September. The budget planning process for each fiscal year begins in March.

Among the duties listed in the Fire Chief's job description are the responsibilities for organizing, planning, and directing all functions of the department; determining the fire protection needs of the community, and budgeting for resources to meet those needs. The department is required to submit a detailed budget to the city's Finance Director, City Manager, and City Council for consideration and approval.

As part of the City of Columbia, the fire department is required to comply with fiscal and budget policies established in the Code of Ordinance for the City of Columbia, Article V Section 33-40. The city has a finance director who is responsible for supervising the budget process and preparing the proposed budget to be presented to the City Council. Additionally, the Finance Director assures the city's compliance with Generally Accepted Accounting Principles (GAAP). The City Manager and the Finance Director formulate the financial requirements, policy, and procedures for the budget process, which is then disseminated to the department director level. In March, departments begin preparing their proposed budgets for the upcoming fiscal year. By May, the departments' proposed budgets are submitted to the City Manager and Finance Director for review. The months of May and June are the beginning of department budget meetings with the City Manager. The Finance Director and City Manager begin the review process with a discussion of financial information, the city's financial position, and the directions for budget completion. By the end of July the City Manager recommends a budget to the City

Council. By law, the City Council must adopt a budget before the end of September for implementation on October 1.

Appraisal

This method the City of Columbia currently uses for budgeting has been effective for the city and department. The Fire Chief is given sufficient direction in budget planning to allow for a clear plan to be developed. This is validated by the Finance Director and City Manager's review of the department's budget.

Plan

The department will continue to follow the annual budget process and preparation procedures. There is no anticipated change.

References

4A.1 1 Columbia Fire Department FY17 Budget

4A.1 2 FY17 Capital Improvement Plan

4A.1 3 GFOA Distinguished Budget Presentation Award

4A.1 4 City of Columbia Code of Ordinance, Article V, Section 33-40

4A.1 5 City Manager Budget Process Memo

CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.

Description

The policies, guidelines, and process for developing the annual budget are defined and documented by the City Finance Director in compliance with City of Columbia Code of Ordinance. Article V Section 33-40 of the Charter establishes guidelines for producing the City's annual operating and capital improvement budgets, as well as the amendment processes.

Appraisal

Each year, the City of Columbia's Finance Director publishes a budget schedule including instructions for preparation, policies, guidelines, and a timeline for completion. This schedule is provided to all city department directors, including the Fire Chief, who disseminate it to their respective management staff personnel. This process is clearly defined and allows the department to meet the deadlines laid out in the policy.

Plan

The department will follow the annual budget process as distributed by the budget office.

References

4A.2 1 City of Columbia Code of Ordinance, Article V, Section 33-40

4A.2 2 Columbia Fire Department FY17 Budget

4A.2 3 City Manager Budget Process Memo

4A.2 4 Fiscal and Budget Policies (From the Annual Budget Document) Page 87-89

4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

Description

The City Manager along with the budget staff provides guidelines to the Fire Chief for the budgeting process. The final budget is presented to the City Council through the City Manager for adoption. Prior to City Council approval of the budget, all budget documents are made available to the public for review and comment. The City Council holds several public comment sessions for the public to provide additional input.

Appraisal

The financials are compared with the previous year budget and determination of increase/decreases in the budget play a factor. The employees and public have full access to the documents in an effort to be completely transparent. This method works well for the city.

Plan

CFD will continue to use City guidelines and make improvements as needed.

References

4A.3 1 City Manager Budget Memo

4A.3 2 City of Columbia FY17 Budget

4A.3 3 City of Columbia Code of Ordinance, Article V, Section 33-40

4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other agency members.

Description

The City of Columbia’s Finance Director and City Manager provide direction to the Fire Chief in developing the annual budget, long range capital improvements and fleet replacement.

Department budget preparation and needs identification involves input from the Fire Chief, assistant fire chief, division chiefs, administrative staff, and line personnel. The department’s administrative officer coordinates development. The division chiefs provide budgetary requests for items they anticipate will be needed to effectively operate their divisions for the upcoming fiscal year.

Appraisal

The Columbia Fire Department (CFD) annual budget process is effective in involving all appropriate levels of the organization. There is discussion involved in the development of the budget and review prior to submission.

Plan

CFD will continue to evaluate and modify the annual budget process and make improvements as needed.

References

4A.4 1 Columbia Fire Department 10 year Capital Improvement Plan

4A.4 2 Columbia Fire Department 10 year Fleet Replacement Plan

4A.4 3 City Manager Budget Process Memo

4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

Description

The annual budget reflects the plans and priorities as identified in the Columbia Fire Department (CFD) strategic plan. Adequate staffing levels, equipment and fire station facilities are priorities which ensure the department provides comprehensive fire and emergency services to the community.

Appraisal

The financial planning of the department is consistent with its priorities, goals and objectives. The capital improvement plan (CIP) is a ten year plan, which establishes time lines for capital purchases. The department follows through on the items which are included in the plan. The annual budget is also consistent with the priorities, goals and objectives.

Plan

The department will modify, update and review the strategic plan goals and objectives and capital improvement plan as part of the annual budget process. The department will also ensure that items are included in the financial planning as well as ensure the budget aligns with the .

References

4A.5 1 City of Columbia Capital Improvement Plan

4A.5 2 Columbia Fire Department Strategic Plan

4A.5 3 City Manager's Budget Message

4A.6 Budgeted expenditures are consistent with projected financial resources.

Description

The annual budget process, including capital improvement plan (CIP), ensures that expenditures stay in line with allotted financial resources. The budget process includes periodic review and revisions to adjust operating and CIP budgets to reflect actual expenditures to the projected financial resources.

Appraisal

Columbia Fire Department (CFD) Administration compares the budget to actual expenditures on a monthly basis. The City's Finance Department maintains and provides financial data to assist in the review of the budget to actual performance. The Fire Chief may request transfers of funds or City Council appropriations when needed. Adjustments to the budget will be submitted when unforeseen conditions or internal operational needs dictate. The monitoring that is conducted by the department and by the Finance Department have proven effective in ensuring expenditures are consistent with projected financial resources.

Plan

The department will continue to ensure annual expenditures are in line with projected financial resources.

References

4A.6 1 YTD Available Budget Report

4A.6 2 Transfer of Funds Request

4A.6 3 Council Bill Request for Appropriations

Criterion 4B: Financial Practices

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.

NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR) may submit that certificate and their Comprehensive Annual Financial Report as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.10). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.

Summary:

The City of Columbia has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association for our Comprehensive Annual Financial Report.

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Summary:

The City Council's stated priorities include the enhancement of emergency response times and ISO ratings, and increasing fire staffing when appropriate to staff new fire stations. The City's organizational commitment to providing public safety for Columbia's citizens clearly parallels council goals.

Capital improvement projects (such as fire's facilities and apparatus) are incorporated in the city's Capital Improvement Program, which is a business document that identifies, programs, schedules, and presents a financing strategy for needed capital improvements. The Fire Department will continue to seek funding to meet the goals and objectives referenced in the strategic plan and stated as part of the department's mission through the annual budget process. It is anticipated that fleet replacement, facility improvements and construction will require funding through extending the sunset provision of existing sales taxes.

Performance Indicators:

CC 4C.1 Given current and anticipated revenues, the agency can maintain adopted levels of service.

Description

Columbia Fire Department (CFD) is funded primarily by the City's General Fund whose principal revenue sources include sales taxes, property taxes, and other local taxes plus capital fund balance transfers.

The total discretionary revenues received by the General Fund that are allocated to meet the goals of the city for FY2018 are proposed to be:

	Budget Amount	Percent
Property Taxes	8,193,832	9.8%
Sales Taxes	23,966,892	28.7%
Gross Receipts & Other Local Taxes	11,480,785	13.7%
Intragovernmental Revenues	4,871,264	5.8%
Grants & Capital Contributions	3,430,573	4.1%
Interest	569,042	0.7%
Transfers	24,556,156	29.4%
Other Local Revenues	6,496,646	7.8%
	<hr/>	
	\$ 83,511,190	100%

Of the above, the resources allocated to the Columbia Fire Department FY2018 operations total \$17,961,005.

City staff is constantly monitoring the environment for potential degradation to the current revenue base and is actively researching the identification of new funding sources.

At present Fire Department funding is adequate to meet its operational objectives.

However, as the community continues to grow the City will need to ensure revenues keep pace with an expanding service demand. The City Finance Director's two-year financial forecast is the primary tool used to predict the adequacy of future revenues.

Appraisal

The constant monitoring of the financial environment has proven effective in ensuring the agency is able to maintain levels of service. The Finance Director and City Manager and City Council have noted a decline in the amount of sales tax income collected over the past several years, and continue to look for ways to remedy the situation.

Plan

The department will continue to evaluate concepts of generating additional revenues such as fire prevention permit fees and plan review fees. The City, will continue to look for solutions to the declining sales tax revenue.

References

4C.1 1 Adopted Annual Budget for FY18:

4C.1 2 Revenue Summary for General Fund

4C.1 3 General Fund Summary

4C.2 The governing body has an investment policy.

Description

The City of Columbia collects revenue from sales taxes, property taxes and other sources. All moneys are accounted for in an individual fund but are comingled for investment purposes. Investments are vetted by the Finance Department and the City's financial consultant. Earnings on the investments are then allocated to the individual funds based on the cash balance at the end of each month.

Appraisal

Interest earnings on the Pooled investment account for calendar year 2016 exceeded the earnings for calendar year 2015 by \$526,213.36 which is a 10% increase. This was accomplished even though the ending balance in the Pooled investment account at the end of calendar year 2016 was down 2.9%. While the return is measurable, the City must also monitor its portfolio taking into account the changes in the market environment to minimize extension and price risk on the investments while maintaining quality investments that met appropriate safety and liquidity measures and have a respectable yield.

Plan

The Finance Department stays abreast of changes in the market and consults with the financial advisor regarding the portfolio routinely throughout the month. We shock the portfolio, as needed, to determine the impact changes in the interest rates will have on the return on the portfolio and the impact to the liquidity of the investments held. The City will buy and sell investments as needed to maintain a portfolio that is diversified allowing for the safe return of principle, liquidity, an appropriate return on the investment (yield).

References

4C.2 1 Rate Shock Analysis

4C.2 2 City of Columbia Investment Policy

4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.

Description

The Finance Department, Purchasing Division has a Purchasing Policies and Procedures manual that is available to all departments to follow when purchasing and/or surplus items utilizing City of Columbia and other funding sources. The Finance Department, Purchasing Division also has a Procurement Card program that they administer which is an additional mechanism for purchasing items for use by the departments. The City of Columbia has various ordinances that govern the purchase and sale of City property. Ordinance requires purchases in the amount of \$0.01 to \$4,999.99 to be purchased in an open market manner. Additionally, purchases in the amount of \$5,000.00 to \$14,999.99 must follow an informal bid process that is handled by the department but at a minimum they must obtain three informal quotes and award to the lowest responding vendor. Finally, purchases in the amount of \$15,000 plus must be handled through a formal bid process that is conducted by the Finance Department, Purchasing Division. The departments aid in specification development and the evaluation process however award must be made to the lowest and best, responsive and responsible bidder, or may split award between two (2) or more bidders if, in the judgment of the purchasing agent, it is in the best interest of the city to split the award.

Appraisal

The Finance Department, Purchasing Division is doing the same as last year in this regard. Whenever possible, purchasing staff will review similar entities contracts to insure the pricing on what we have bid is comparable. Also, prior to bidding many times we review what is currently out there for a particular commodity or professional service. Many times, if a public entity has bid for the same commodity or service, the City of Columbia will try and buy off of the established contract if the contract was competitively bid and if market research shows we could not get the product or service cheaper with similar terms if we completed a bid. The State of Missouri is a very valuable resource to the City of Columbia and we utilize their cooperative procurement program as much as possible.

Plan

We re-evaluate our policies and procedures on a yearly basis. On contracts, we do a review at each renewal period to determine if we will renew the contract for another year or not. At that time, we may also do market research to see if the market has changed for the particular item or service. Throughout the life of the contract we constantly conduct performance reviews of the

contractor. If they do not meet contractual obligations they are formally notified of the breach of contract and given a cure period to fix whatever the issue may be. If a resolve cannot be agreed upon, the City will pursue termination of the contract and debarment of vendor if necessary.

References

4C.3 1 Purchasing Ordinances

4C.4 Plans exist for the payment of long-term liabilities and debts.

Description

The City of Columbia’s Fire Department does not issue any debt nor does it have any long term leases. The city has a capital improvement tax that is utilized to pay for trucks and/or buildings needed for the fire department.

Annual, the fire department completes a capital improvement plan which lays out the future needs of the department. The finance department then determines when funding would be available and documents this in the annual Capital Improvement Report, which is submitted simultaneously with the city’s budget to the City Council for approval.

Appraisal

Use of the capital improvement process and estimation of the available funding has allowed the fire department to purchase all vehicles and buildings without the need to issue debt or enter into long term lease agreements.

Plan

Continue to work with the finance department to discuss fire department needs, for the next 10 years, so that funding can be secured and to define the timeline for budgeting for these purchases to obtain appropriation authority for the City Council.

References

4C.4 1 Capital Improvement Plan

4C.5 The agency projects future asset maintenance costs are projected with related funding plans.

Description

A capital improvement plan is utilized to determine the capital asset needs of the fire department and funding sources available. This report breaks down the departments needs into 3 categories (1-2 years, 3-5 years and 6-10 years). The fire department works closely with the finance department throughout the year to discuss funding and timing of projects.

Annual maintenance and operation cost are projected in the annual budget estimates for the next fiscal year based on the department's status at 6 months given what was budgeted and what is still needed for the remainder of the fiscal year. Budgets are adjusted accordingly for the current fiscal year and the upcoming budget year.

Appraisal

Fire department staff works closely with the budget staff to assess the needs of the fire department. Internal maintenance of the fleet allows the department to better analyze the continued use of its vehicles (cost/benefit) and the overall operational cost associated with continued use. This process has been effective in projecting the maintenance costs

Plan

Continue to work with the finance department to ensure maintenance costs are analyzed in relation to funding.

References

4C.5 1 Public Safety Capital Improvement Plan

4C.5 2 Public Safety FY 17 Budget

4C.6 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

Description

Columbia Fire Department is funded through the City of Columbia general fund and the city’s budget practices do not allow the use of one time funding sources to be utilized for annual on-going operating expenses. One time funding sources (bonds, grants, etc.) are encouraged for purchasing capital expenditures, not for their annual on-going operating costs.

Appraisal

The city’s debt practices do not allow long-term debt to be used for on-going costs.

Plan

The Fire Department will follow city policy regarding use of one-time money for on going expenses. It will continue to submit grant proposals only for one-time purchases of equipment and resources.

References

4C.6 1 2017 City of Columbia Comprehensive Annual Financial Report (CAFR)

4C.7 The governing body has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.

Description

The City of Columbia adopted a General Fund, Fund Balance Reserve Policy via Policy Resolution 118-12 on August 6, 2012. Policy requires 20% of the unassigned fund balance be retained for unforeseen circumstances. The reserve is based off the expenditures, which are within the government's ability to control.

Appraisal

The City has maintained the minimum reserve requirement of 20% in the General Fund since the adoption of the policy. The current reserve is over 30% for FY2018. The City set the level at the minimum balance recommended by the Government Finance Officers Association (GFOA). The rating agencies look at this reserve and prefer one in excess of 30% when setting bond rating of any debt issued.

Plan

Policy is maintained by looking at the financials on a quarterly basis to ensure that expenditures are in line with those that were budgeted. If revenues are coming in short of estimates, the City will pull back on expenditures during the current FY to keep the budget balanced and reserves intact. If for any reason the reserve falls below the 20% requirement, the City Manager and Finance Director will devise a plan to re-establish the plan back to its 20% minimum requirement within two (2) fiscal years.

References

- 4C.7 1 Reserve Policy adopted on August 6th, 2012
- 4C.7 2 2017 Comprehensive Annual Financial Report (CAFR)
- 4C.7 3 2017 Interim Financial Reports (FMIS)
- 4C.7 4 2017 Budget
- 4C.7 5 2017 CIP document

4C.8 The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

Description

The City of Columbia has a 20% reserve fund balance policy for all funds with the exception of the Water and Electric utility requiring about 25%. The city's contingencies are accounted for when they meet the GAAP criteria and are booked as a liability on the face of the financials, as appropriate. The City utilizes an Internal Service fund to account for general liability, property liability and workers' compensation liabilities. The City has a retention policy of \$500,000 for most claims with the exception of uniformed Public Safety employees and utility line workers which have \$750,000 retention.

Appraisal

An actuarial study is done annually to determine the level of funding needed in the fund to ensure the City maintains a 90% confidence level for general, property and workers' compensation claims. Amounts charged to departments to maintain adequate funding to cover premiums and claims is allocated based on number and dollar value of claims for the past 5 years and exposure risk. The Risk Management division generates an annual report which reflects this data.

Plan

Departments budget their charges as part of their annual operating budget and is accounted for when making sure the fund maintains the 20% minimum reserve. The use of a 5 year smoothing allows the departments to plan over time verses having to have immediate cash needed for unexpected claims that arise.

References

4C.8 1 2017 Actuarial Report

4C.8 2 2017 Annual Risk Management Report

4C.8 3 2017 Comprehensive Annual Financial Report

4C.8 4 2017 Budget document.

Category V: Programs

This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in Category V "Programs" that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

Category V

Criterion 5A: Community Risk Reduction Program

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

Summary:

The Columbia Fire Department (CFD) has an adequate, effective and efficient fire prevention and life safety program that is outlined in the Standards of Cover (SOC). This program consists of prevention and mitigation strategies including life safety, hazard risk reduction, code compliance through public education programs, fire inspections, plan reviews and fire investigations.

The City of Columbia city council and the CFD, as the authorities having jurisdiction, adopted the 2015 International Fire Code (with appendixes and city specific amendments) as a comprehensive fire prevention code. The CFD code enforcement program ensures compliance with fire protection laws and CFD fire prevention and life safety objectives. Buildings within the City of Columbia are inspected annually for fire prevention and life safety purposes based on state law and designated risk. The CFD has adequate staffing to meet the objectives of the fire prevention and life safety program. The fire prevention division is assigned seven personnel: an assistant chief / fire marshal, battalion chief, four assistant fire marshals and one administrative assistant.

The CFD has a plan review process in place to review and evaluate new construction, alterations, remodels, and modifications of existing construction.

All buildings, fire suppression systems, fire detection systems, special hazards use, land use, and development are evaluated in the process that is consistent with the adopted code and ordinances of the City of Columbia.

There are adequate equipment and supplies allocated to the CFD fire prevention and life safety program. The CFD has standard operating procedures, checklists, and inspection forms to direct the fire prevention activities. The CFD uses Firehouse® Software as the records management database for annual inspections, plan reviews, fire and emergency response, investigations, public fire prevention, and life safety programs. There are regular reviews of the fire prevention/life safety program data to monitor the balance of fire risk, fire prevention, and suppression capabilities.

Performance Indicators:

CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description

The City of Columbia adopted the 2015 edition of International Fire Code (IFC) with local amendments on June 6, 2016 (ordinance number 022833). The adoption and amendments are listed as part of the Columbia Revised Code. The IFC, as adopted, is the enforceable regulatory code governing the safeguarding of life and property from fire and explosion hazards arising from the storage, handling and use of hazardous materials and operations within the jurisdiction.

Appraisal

The code adoption cycle has lagged two to three years behind the actual code release date to allow legal challenges to be fully explored and resolved. The recent trend has been to adopt the latest released code with local amendments within one year of that code's release date. This has proven to be an effective system.

The Columbia Fire Department (CFD) and the governing body are committed to the code enforcement program and continue to adopt and enforce the most recent editions of the International Fire Code.

Plan

Through the city council appointed Building Construction Codes Commission (BCCC), CFD in conjunction with Building and Site Development of the Public Works Department will continue to monitor code updates. On a regular basis, personnel from the Fire Marshal's Division will work with personnel from Building and Site Development to identify local needs and trends to determine what local amendments should be considered for adoption by the governing body.

References

5A.1 1 City Ordinance 022824, adoption of the 2015 International Building Code

5A.1 2 City Ordinance 022825, adoption of the 2015 International Electrical Code

5A.1 3 City Ordinance 022833, adoption of the 2015 International Fire Code

CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.

Description

The Columbia Fire Department (CFD) is given code enforcement authority both directly and indirectly through the Missouri State Constitution, Missouri Revised Statutes and local City Ordinance. Compliance with the adopted fire code is ensured through an inspection program that is detailed in operational bulletins. These operational bulletins outline inspection frequency for new and existing structures for matters related to occupancy and maintenance for the protection of lives and property as outlined in the 2015 International Fire Code. This inspection schedule is carried out by department personnel in Fire Suppression and the Fire Marshal’s Division for all known structures that fall under the adopted fire code’s purview. Deficiencies are documented and followed up on to ensure compliance.

Appraisal

Fire code compliance inspections are performed in all relevant occupancies annually by both emergency services personnel and Fire Marshal’s Division personnel.

Documentation for all inspections is retained for a minimum of three years. Code enforcement, as it pertains to plan reviews, are detailed in Operational Bulletin FMD-9.

The Fire Marshal’s Division has one Assistant Fire Marshal dedicated to approximately 75% of all plan reviews with a second Assistant Fire Marshal assigned the remainder.

This resource allocation allows for a more consistent approach to plan reviews and more experience and expertise for those assigned the task.

Plan

CFD will continue a fire code inspection program for all structures governed by the adopted fire code. Fire Marshal’s Division personnel will continue to recommend adoption of updated fire codes and local amendments ensuring that code enforcement remains compliant with applicable local and state fire protection laws. These efforts will

allow CFD to meet the goal of minimizing death, injury, property and environmental loss to our community, as stated in the strategic plan.

References

5A.2 1 MO Const., Art. VI, Section 19

5A.2 2 MO Const., Art. VI, Section 22

5A.2 3 RSMo 320.202

5A.2 4 RSMo 320.250

5A.2 5 City Ordinance 022833, adoption of the 2015 International Fire Code

5A.2 6 Operational Bulletin FMD-9

5A.2 7 Operational Bulletin FMD-10

CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.

Description

The Columbia Fire Department Fire Marshal’s Division consists of an Assistant Chief, Battalion Chief and four Assistant Fire Marshals who are primarily responsible for conducting plan reviews, business inspections, providing public information, education and fire investigations.

All members of the Fire Marshal’s Division are trained, at minimum, to Fire Inspector, Fire Investigator and Fire Instructor 1. Each Assistant Fire Marshal is trained, capable and assigned new business inspections, fire investigations and public education events. Additionally, they have core areas of responsibility based on use group or work groups i.e. public schools, hotels, city buildings, plan reviews etc.

Appraisal

Staffing levels within the Fire Marshal’s Division have remained static for several years. The Division was slightly restructured in 2013 and another change, the addition of an Assistant Chief’s position, was instituted in 2015. These modifications have proven to be effective in the day-to-day and overall operation of the Fire Marshal’s Division.

Training, staffing, program expertise and experience of division members are sufficient to meet program goals.

Plan

The department will continue to review programs and staffing levels to make the necessary adjustments to enforcement and assignments as funding and resources allow. We will continue expanding our public safety through education initiative and continually review statistical data for upward or downward trends in fire frequency and severity. The department’s strategic plan contains an objective that is intended to produce a full re-

evaluation of the fire prevention program, establishment of defined performance measures and targets, and the identification of adjustments necessary to improve its effectiveness.

References

5A.3 1 Operational Bulletin FMD-9

5A.3 2 Operational Bulletin FMD-10

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

Description

City of Columbia ordinance requires that the Columbia Fire Department’s (CFD) Fire Marshal’s Division review all plans for commercial structures and all residential properties larger than two units. Plans are reviewed for compliance with fire and life safety codes in accordance with the provisions of the 2015 International Fire Code and amendments as well as referenced codes.

Appraisal

Columbia’s city management has directed that CFD’s Fire Marshal’s Division personnel attend plan review meetings and review plans, as per operational bulletin FMD-9. The Fire Marshal’s Division has one Assistant Fire Marshal who is assigned to perform approximately 75% of plan reviews and a second Assistant Fire Marshal assigned the remainder. This division of labor has resulted in greatly improved efficiency.

Specifically, average plan review turnaround time has decreased significantly over the past four years.

Year	Average Turnaround Time in Days
2014	4.8
2015	3.9
2016	2.6
2017	2.0

Plan

CFD will continue to work cooperatively with the Building and Site Development department and comply with state and local laws and rules as they pertain to the plans review process. Continuous improvement will be achieved by continually monitoring performance in this area and directing resources or implementing processes as needed.

References

5A.4 1 City of Columbia ordinance 022833, adoption of the 2015 International Fire Code

5A.4 2 Operational Bulletin FMD-9

CC 5A.5 **The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.**

Description

The Columbia Fire Department's (CFD) community risk reduction program includes the development of a building risk assessment tool which uses occupancy type, life safety, building area, fire flow, building height, and economic impact to identify the risk category of buildings. Currently, this building risk assessment tool is also utilized to preplan the high risk structures in the jurisdiction, with plans to expand to lower risk buildings. The department also has a targeted public education / social media campaign that addresses fire prevention needs determined through fire cause analysis and includes outreach to neighborhoods within the community where loss of life due to fire or where recurring fires happen. The community outreach involves coordinating public safety events within the neighborhood that includes children's activities and home fire safety educational material. CFD conducted its first community risk reduction program appraisal in July of 2018.

The Fire Marshal's Division has an established communication process within the Division with information relayed from the Assistant Fire Marshal's managing plan reviews, public schools, city owned buildings the University of Missouri and the Battalion Chief managing fire investigations and fire inspections programs. This information is compiled into a report and presented to the command staff monthly.

CFD holds monthly command staff meetings to review operational abilities and response, emergency incidents, fire hazard risks and event planning. The Fire Marshal provides a monthly community risk assessment (Operational Impact Review) update from information gathered through the plan review process, fire/life safety inspections, fire investigations, and scheduled City and private events. Courses of action including response modification, additional staffing, and public education are planned and implemented to balance risk and response. The Fire Marshal manages the community

risk reduction program and documents changes in the program that will be included in the next annual appraisal.

Appraisal

The department conducted an appraisal of its community risk reduction program (2017 Community Risk Reduction Program Appraisal). Information gleaned from this evaluation led to the development of a new approach, using some existing programs combined with new ones. The building risk assessment tool and Operational Impact Review are two examples of new approaches to community risk evaluation. Both have proven effective. We believe this new approach to data driven decisions will greatly enhance our efforts in this area and will continue to work, modify and improve the plan.

Plan

The Fire Marshal's Division is charged with maintaining this program moving forward and continuing to complete the high risk structures pre-incident plans. In an ongoing basis, commercial buildings will have pre-incident plans developed during the plan review and final walk through inspections.

Fire reports involving structure fires in commercial occupancy's, multi/single-family dwellings, critical infrastructure, large monetary loss, or suspicious activity will be reviewed by the Fire Marshal and the fire department executive staff. Fire risks identified through this review process are /will be abated through legal enforcement of the adopted fire/building code process, community education, and statistical monitoring in the Firehouse database.

All fire prevention programs will continue to be reviewed and evaluated to ensure program effectiveness, community relevance and significance to fire risk reduction.

References

5A.5 1 Operational Impact Review, June 2018

5A.5 2 2017 Community Risk Reduction Annual Appraisal

5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

Description

The Columbia Fire Department outlines the frequency of fire code enforcement inspections in operational bulletin FMD-10. Commercial structures are inspected on routine intervals based on use group and potential hazards.

Appraisal

Minor adjustments were recently made to inspect buildings with high hazards more frequently based on use group and circumstances unique to the particular property. This tailored approach puts the department in high hazard occupancies more frequently. This change to the risk reduction program has proven effective from a code enforcement standpoint and provided opportunities for more territory familiarization.

Plan

The department will continue to follow its internal guidelines for fire code enforcement inspections and make changes when necessary.

References

5A.6 1 Operational Bulletin FMD-10

5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Description

The Columbia Fire Department (CFD) evaluates fire loss data on a monthly and annual basis. The department has set achievable benchmarks for fire loss as well as fire casualties within the jurisdiction. These benchmarks are outlined in the CRA-SOC. Through data analysis, prevention and education programs are altered to target strategic problem areas when identified.

Appraisal

The department evaluates fire loss and casualty data on a monthly basis during the staff meeting. Baseline performance data is also evaluated to identify gaps that would affect the outcome of incident which include fire loss and or casualties. This information is published to all department members following the meeting. When a trend is identified, targeted prevention and education is conducted in an attempt in to reduce incidents. In 2017, CFD had one civilian fire fatality. Following the incident, the department partnered with several property owners in the area and provided targeted prevention and education.

Plan

Moving forward, CFD will continue to monitor, analyze and evaluate fire casualty and loss data. Adjustments in prevention and education programs will occur when necessary.

References

5A.7 1 CFD CRA-SOC pg. 87-92

5A.7 2 Social media post for Whitegate neighborhood event

5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.

Description

All CFD personnel are state certified Firefighter 1 which includes fire inspections. They receive annual training in fire inspections and fire code updates to remain proficient. Fire Marshal's Division personnel maintain state Fire Inspector 1 certification.

The Fire Marshal's Division provides fire inspection refresher courses for all uniformed personnel including fire code updates when a new fire code is adopted. Each station is also assigned an Assistant Fire Marshal who works with those crews on larger more complicated inspections and answers code related questions when needed.

Fire Marshal Division personnel are state certified in Fire Inspector 1 and maintain this certification throughout their careers in the division. Division personnel regularly attend outside training and meet all state requirements for maintaining their state inspector certifications.

Appraisal

Firefighter I and II certification requirements for all personnel, continuing education requirements for Fire Marshal Division employees and department-wide annual refresher courses have proven effective in maintaining proficiency for employees engaged in fire inspection activities. We will be adding annual, fire inspection refresher courses for all uniformed personnel to provide opportunity for questions as well as to reinforce fire code requirements.

Plan

The Fire Marshal's Division will continue to provide annual training to all uniformed personnel while maintaining State Fire Inspector certification.

References

5A.8 1 Assistant Fire Marshal job description

5A.8 2 2016 September Training Calendar

Category V

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific public education program.

Summary:

The Columbia Fire Department (CFD) has overhauled its public education efforts with better tracking mechanisms and a proactive approach that targets four key areas in our community.

This new approach is being phased in and will be monitored annually to ensure goals are being met.

Performance Indicators:

CC 5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.

Description

The Columbia Fire Department (CFD) created public safety curriculums targeting four specific areas; Columbia Public Schools, off campus housing, assisted living communities and the business community.

Columbia Public Schools, specifically third and seventh grade students, was chosen because of the opportunity to get home fire safety into homes with families.

Being home to the University of Missouri we have a large student population that lives off campus, often for the first time on their own. The off campus area we focus on is densely populated and consists of older homes renovated into multiple apartments.

Columbia has a large retirement community and many assisted living facilities. This demographic is prone to fall hazards and EMS emergencies.

Columbia has over 5,000 brick and mortar businesses that range from retail to industrial to high hazard. The large numbers of local and out of town visitors to these unique spaces make them a high priority for life safety education.

The programs created for these areas use research-based educational concepts, information developed from local emergency incident statistics, interactive displays, and hands-on training. Program material is available for the public on-line at www.como.gov/fire.

The Fire Marshal's Division also has a Juvenile Fire Setter program. This is a confidential, education program for children who show curiosity about fire or have started a fire.

In addition to targeted public education, the department participates in hundreds of public relations events reaching thousands of citizens every year. These events provide great

opportunities to interact with the community on other fire safety topics e.g. stop, drop and roll, home fire escape plans, know two ways out of every room, etc.

Public Relation Events	2017	2016
Total events	291	269
Adults reached	24,156	16,367
Children reached	19,223	15,141
Total reached	43,379	31,508

Fire loss data including geographic location, cause, loss estimates, and presence of life safety systems/devices will be monitored regularly to ensure CFD’s educational efforts are targeting appropriate segments of our community and will be used to develop public safety campaigns.

The next step in this new education campaign will involve soliciting feedback from program participants through post course questionnaires, correlating fire loss data with target audiences geographically, and annual ‘campaigns’ to concentrate resources on specific geographical areas of our community and community behaviors that are identified through fire loss data. Data will be monitored on a regular basis to ensure efforts are focused in the right areas.

Appraisal

While sound logic was used to identify and focus resources on these areas, we’re finding that fire cause and EMS response data point to other areas that should also be considered. For example, analyzing fire cause on investigated fires over a ten month period from October, 2017 through July 2018 showed the following:

NFPA Cause	Specific Cause	Number of Occurrences
Accidental	Improperly discarded smoking material	7
Accidental	Unattended cooking	6
Accidental	Miscellaneous other	13

Existing education programs did not include the top two causes of preventable fires for this evaluation period, improperly discarded smoking material and unattended cooking. This highlights the importance of making data driven decisions for public education efforts.

Plan

CFD developed a department-wide public education campaign targeting smoking and home fire safety for August and September of 2018. This initiative includes educating all department personnel on the message and talking points, providing all personnel with educational material to be used at all public relations events during this time period, static displays for larger events and a robust social media campaign that includes professionally developed, informational videos.

Additionally, the same approach will be taken for the months of November and December to increase awareness and educate the community on unattended cooking fires.

Moving forward CFD will monitor, on a quarterly basis, fire investigative and EMS response data to identify trends and target specific community needs.

References

5B.1 1 Operational Bulletin GEN-12

CC 5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.

Description

All uniformed CFD personnel meet NFPA requirements for Fire and Life Safety Educator.

1. Fire Marshal's Division personnel, some Fire Suppression personnel, and all Emergency Service Division Chief Officer staff meet NFPA requirements for Fire and Life Safety Educator
2. Senior, uniformed, administrative Chief Officer staff meet NFPA requirements for Fire and Life Safety Educator
3. The Fire Marshal's Division also has a Juvenile Fire Setter program.

Public education activities are carried out by all uniformed personnel with the Fire Marshal's Division handling coordination and execution of larger events.

Appraisal

There is sufficient staff to meet the department's public education goals. Specifically, all formal programs within the overall public education program are managed and administered as needed.

The department noticed an opportunity to increase the level of training for company officers and began phasing in requirements for Fire Officer 1 for promotions to Lieutenant and above. One of the side effects of this requirement is a greater number of personnel trained to the level of Fire Instructor 1. This level of training should also improve the quality of public education training delivered.

CFD created a feedback form to gauge the effectiveness of public education training we deliver and will use that information to make enhancements to what we deliver and how we deliver it. This form was just created and consequently we do not have enough feedback gathered to evaluate.

Plan

CFD will monitor citizen feedback on programs delivered and evaluate needs in the community against existing programs and staff that can deliver them.

References

5B.2 1 Public Education Feedback Form

CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.

Description

The Columbia Fire Department (CFD) just conducted its first annual appraisal of its public education program. This appraisal process includes a review of prior goals and if they were achieved, how they were executed, physical and financial resources that were applied, outcomes and future goals.

This document is accompanied by a separate Goals and Objectives sheet that maps out specifically what the goal is, who is responsible for it and deadlines for completion.

Appraisal

The department's first annual appraisal was completed for 2017. This new, systematic approach to evaluating our public education efforts is a much better format of determining our programs effectiveness. The first appraisal was effective at compiling the needed data into one document for review and reference when planning for the future.

Plan

CFD will begin gathering feedback from educational program participants through a one page, post course questionnaire that gauges appropriateness, relevance and presentation of course material. This information will be reviewed on a regular basis to maintain program effectiveness.

Fire loss data including geographic location, cause, loss estimates and presence of life safety systems/devices will be monitored regularly to ensure CFD's educational efforts are targeting appropriate segments of our community and will be used to develop public safety campaigns.

All of the above data will be included in the formal annual appraisal of the program which will be completed and presented at the February staff meeting.

References

5B.3 1 2017 Public Education Annual Appraisal

5B.4 There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, and cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls prevention programs, etc.).

Description

The Columbia Fire Department (CFD) developed a building risk assessment tool that evaluates, among other things, economic impact to identify the risk category of a building. CFD also looked at the community as a whole and identified four areas it considers high risk; new adults (off-campus housing), aging adults (assisted living), families with children (3rd and 7th grade students) and the business community which receives thousands of local and out of town visitors to these unique locations.

The department also evaluates investigated structure fires by cause and geographic location to determine fire trends in the city. These trends and statistics are used in determining target audiences for delivering relevant programs.

The department has a Juvenile Fire Setter program and a published smoke alarm program, providing smoke alarms to those in our community that are not able to purchase them.

Appraisal

Programs that are currently in place are robust and reaching the intended audiences. Evaluating structure fires by cause and geographic location to determine fire trends is a new initiative. It will take time to compare public education efforts in these areas against the numbers of fires to gauge effectiveness. We believe these targeted fire prevention activities overall are a great improvement.

Plan

The CFD will continue to monitor and update, as needed, the targeted specific risks and risk audiences through incident, demographic, and program data analysis. The CFD fire prevention division will continue to evaluate all areas of the public education program with target audience identification as a primary focus. Evaluations will include feedback

information, national trends or standard changes, review of incident data, and other needed changes that offer improvements.

References

5B.4 1 Website screen shot showing programs

5B.4 2 Fire cause and location spreadsheet

5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

Description

CFD offers a free, confidential education program for children who show curiosity about fire or have started a fire. The program involves an assessment of the child’s fire safety needs, fun age-appropriate activities individualized for each child to learn about being safe around fire and information for caregivers on how to keep their whole family safe.

Appraisal

Members of the Fire Marshal’s Division have received training in juvenile firesetter intervention and use this resource for all eligible children that we are made aware of. Six children have been through this course since 2014. All of those were follow ups from fires we responded to as a department. We have opportunity to reach more children and families who need this training by advertising that it is available.

Plan

CFD will continue to monitor this program’s effectiveness annually by reviewing participant feedback and statistical data. We will also include this program in our public education initiative and collaborate with Columbia Public Schools to get literature about it to homes in the school districts ‘Friday Folder’ program.

References

5B.5 1 Juvenile Firesetter Program

Category V

Criterion 5C: Fire Investigation, Origin, and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

Summary:

The Columbia Fire Department (CFD) is responsible for investigating the origin and cause of fires and explosions which occur within the response area as determined by the city charter.

The program is authorized in accordance with local ordinance and nationally recognized code, specifically National Fire Protection Association (NFPA) 921 Guide for Fire and Explosion Investigations.

Fire investigations are conducted by personnel who have specific knowledge and training related to the industry. All findings from fire investigation are reported and the data is maintained.

Performance Indicators:

CC 5C.1 The agency’s fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

Description

The Columbia Fire Department (CFD) is authorized to conduct fire investigations per the 2015 International Fire Code, ordinance # 022833. The 2015 International Fire Code, section 104.10 states in part: “The fire code official, fire department, or other responsible authority shall have the authority to investigate the cause, origin and circumstances of any fire, explosion, or other hazardous condition.

Appraisal

The manner in which CFD investigates and reports fires is appropriate and complies with city ordinance. The Fire Marshal and Assistant Fire Marshals are constantly monitoring changes in code and investigation practices through attending ongoing trainings, through publications and through conferences. CFD investigators use NFPA 921 as a guideline when determining the origin and cause of fires.

Plan

The CFD will continue to monitor and adjust to remain compliant with applicable codes and advances in fire investigation practices.

References

5C.1 1 City of Columbia Code of Ordinance 022833 (adoption of the 2015 International Fire Code)

5C.1 2 City of Columbia Charter

5C.1 3 2015 International Fire Code, section 104.10

CC 5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.

Description

The Columbia Fire Department (CFD) fire investigators are trained in NFPA 921 and use the scientific method as outlined in the document. This includes forming and testing a hypothesis after gathering data. A final cause is reached only after all creditable data is accounted for and alternative hypotheses have been considered and eliminated. The scientific method is part of the Missouri Fire Investigator course. All CFD primary investigators are Missouri State Certified.

Appraisal

The CFD uses and will continue to use the scientific method when determining the origin and cause of fires. Members will continue to receive training on the subject as continuing education credits are required for recertification. All reports are reviewed by the Deputy Fire Marshal to verify the scientific method has been utilized. Year to date in 2018, 46 reports have been reviewed. Fire investigations are also peer reviewed and discussed during weekly division fire investigator training. The weekly training has is recorded in Target Solutions to track when it occurred as well as the topics covered. Training and report reviews have been effective at ensuring the scientific method has been used consistently.

Plan

The CFD will continue to use the scientific method when determining the origin and cause of fire and explosions. Reports will continue to be reviewed to ensure the scientific method is being applied by investigators.

References

5C.2 1 National Fire Protection Association 921, section 19.6.1

5C.2 2 State of Missouri Fire Investigator Curriculum

5C.2 3 Columbia Fire Department Operational Bulletin FMD-1

5C.2 4 Weekly Fire Marshal Training report Q3 2018

5C.2 5 Columbia Fire Department Operational Bulletin FMD-8

CC 5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

Description

The Columbia Fire Department (CFD) fire investigation program has sufficient staff with specific expertise to meet the fire investigation, origin and cause program goals, objectives and community risks. The CFD Fire Marshal’s Office (FMO) consists of six individuals who are all Missouri State Certified Fire Investigators. In addition, the department also has a Accelerant Detection Canine. This resource allows the department to further investigate. Investigators also peer review fire investigations during weekly training sessions.

Four investigators are on a rotational call schedule, which provides one person on call for fire investigations at all times. The FMO is managed by an Assistant Chief/Fire Marshal with direct oversight from a Battalion Chief/Deputy Fire Marshal.

CFD investigators are tasked with determining the origin and cause of fires within the city limits. None of the fire marshal staff are certified police officers. When investigators determine a fire is suspicious in nature, the Columbia Police Department (CPD) is utilized as a resource. CPD has designated one detective as the liaison between the two departments when law enforcement assistance is required. This detective assists by providing legal expertise, conducts interviews, makes arrests, and coordinates prosecution with the Boone County Prosecuting Attorney’s Office.

Appraisal

Considering our training, call coverage and partnership with local law enforcement, CFD can effectively meet fire investigation goals. A state certified investigator is on call and available to respond at the request of suppression personnel at all times. Additional FMO personnel and the supervising Battalion Chief/Deputy Fire Marshal are also available to assist with significant fires as needed.

CFD investigators are state certified, and are required to obtain continuing education units to remain current. In addition, the FMO conducts weekly training sessions which include a complete review of any major fires.

The addition of a designated police detective has enhanced the effectiveness of suspicious fire investigations significantly. This increases the likelihood fires are prosecuted and the numbers of arson fires in the community are reduced.

Beginning in May of 2017, a member of the FMO has certified with an accelerant detection canine. The canine is available to work fire scenes within the CFD response area. This will help our investigators identify more precise locations to collect samples, as well as rule out accelerants on fire scenes.

Plan

CFD will continue maintaining 24 hour coverage with on call fire investigators. Investigators will remain certified and continue training to ensure changing technology and advances in investigative techniques are embraced.

The partnership with the Columbia Police Department will be continued. As the current detective assigned to arsons leaves the investigative unit, we will work to recruit other individuals with interest and dedication to our established partnership.

CFD will continue to keep our canine and handler up to date with training standards and complete annual certification.

References

5C.3 1 Columbia Fire Department Operational Bulletin FMD-1

5C.3 2 Columbia Fire Department Organizational Chart

5C.3 3 State of Missouri Fire Investigator Curriculum

5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

Description

The Columbia Fire Department (CFD) is part of a written, statewide mutual aid system which provides for assistance with fire investigations as needed. Missouri Revised Statutes, Chapter 44, Section 44.090.1 outlines statewide mutual aid.

Appraisal

CFD is part of a written, statewide mutual aid system which includes but is not limited to the State Fire Marshal's Office. The State Fire Marshal's Office employs Missouri state certified investigators, who are trained on the same level as CFD investigators. This ensures consistent fire investigation techniques.

CFD has called upon the State Fire Marshal's office multiple times in the last several years and they have been able to provide assistance to us on major fire investigations. On multiple occasions, information has been shared regarding arson suspects who were committing crimes in multiple jurisdictions.

CFD has also utilized members of the Alcohol, Tobacco and Firearms division in the past for fire investigations. Their agency provides valuable resources as needed.

Currently, the statewide mutual aid system has proven effective for the CFD.

Plan

CFD will continue to participate in the statewide written, established mutual aid agreement. Information will continue to be shared between agencies on incidents which may involve multiple jurisdictions.

References

5C.4 1 Missouri Revised Statutes, Chapter 44, Section 44.090.1

5C.4 2 2015 International Fire Code, section 104.10.1

CC 5C.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.

Description

Historically, CFD has tracked all statistical data relating to fire investigations. The data is collected and submitted to the Assistant Fire Chief / Fire Marshal at the end of each calendar year. The data tracks the number of fire investigations, causes, and number and outcome of arson fires.

The Columbia Fire Department (CFD) conducted its first formal and documented appraisal in 2017 to determine the impacts of fire investigations.

Appraisal

We have focused our attention and efforts more precisely in our program appraisal. Specifically, developing a stronger relationship with Columbia Police Department detectives and tracking fires by cause and location to determine where to focus resources on fire prevention. This formal, methodical approach is a significant improvement over what was done previously and has proven to be effective.

Plan

CFD will continue to track fire investigation data both statistically and geographically on an annual basis. Additional reporting criteria that more specifically indicates fire cause will be added to CFD's Firehouse reports. This information will allow us to more accurately identify areas and cause of fires in our community and adjust our public outreach efforts accordingly.

CFD will conduct a formal appraisal in January of each year which will include members of the Fire Marshal's Office, as well as executive staff. The appraisal will formally evaluate our investigation program using the reported data and other documented trends. The appraisal will be submitted and reviewed at the February staff meeting.

References

5C.5 1 Columbia Fire Annual Program Appraisal – Fire Investigation

Category V

Criterion 5D: Domestic Preparedness, Planning, and Response

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:

The City of Columbia, Missouri works under the Columbia/Boone County Emergency Operations Plan (BCEOP) to provide all-hazards preparedness planning to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies. The BCEOP addresses roles and responsibilities of key positions as related to emergency service functions. The BCEOP outlines responsibilities and functions in the event of a major emergency. According to Missouri Revised Statute 44.080, each political subdivision shall establish a local organization for disaster planning in accordance with the state emergency operations plan and program for emergency management and coordination of response to disasters.

The Columbia Fire Department (CFD) and Boone County Office of Emergency Management (OEM) are compliant with the National Incident Management System (NIMS) and the incident command system (ICS). There are mutual aid agreements among regional agencies to provide outside support during high resource demands. Standard operating guidelines (SOGs) are in place to provide an organized approach to real or perceived threats, whether man-made or natural.

Communication interoperability exists within Boone County Missouri agencies which utilize compatible portable, mobile, and fixed communications tools and equipment within the VHF radio system. The CFD utilizes a system to have ongoing access to data relevant to resource types and availability. Technology systems are utilized by the CFD and OEM for tracking major events and resources.

Performance Indicators:

CC 5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.

Description

The Columbia Fire Department (CFD) works under the Columbia/Boone County emergency operations plan (BCEOP) established by Boone County, Missouri. The plan is published and available on the county government web site:

<https://www.showmeboone.com/oem/>. The BCEOP defines the policies, coordination, and roles and responsibilities required to meet the needs generated by a disaster in Boone County, Missouri.

The BCEOP also defines the concepts of operations and emergency processes needed to successfully manage such events. The BCEOP follows a structure based upon defined duties within the Boone County Emergency Operations Center (EOC). There are established standard operating guidelines with structure definitions that are consistent with the incident command system (ICS) and emergency support functions (ESF's).

Appraisal

The defined roles and responsibilities in the BCEOP are adequate. Information is readily accessible through streamlined navigation via the Columbia / Boone County Office of Emergency Management (OEM) web site. The OEM website lists the responsibilities of local cities. The EOP serves as a foundational guidance tool for the City of Columbia domestic preparedness planning. The organizational structure of the BCEOP is adequate. The organization chart is established and understood.

Plan

CFD's Deputy Fire Chief will communicate changes to our organizational structure to OEM and recommend an annual meeting with stakeholders that will include a review of the published BCEOP.

References

5D.1 1 Boone County, Missouri Emergency Operations Plan, 2015

5D.1 2 Columbia Fire Department organizational chart

5D.2 The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.

Description

The Columbia Fire Department (CFD) uses the National Incident Management System (NIMS) to manage any incident whether routine or a major disaster. This policy is outlined in CFD Operational Bulletin ERP-19.

Appraisal

CFD's adherence to NIMS has been in effect since 1995. Utilizing NIMS has proven to be an effective management system for CFD. CFD updates its policy as changes are made to the NIMS. CFD's automatic and mutual aid partners in Boone County and surrounding counties also follow NIMS.

Plan

CFD will revise and update the incident command system as needed to comply with NIMS procedures. CFD will also continue to monitor the effectiveness of its procedures and make necessary changes accordingly.

References

5D.2 1 CFD Operational Bulletin ERP-19

5D.3 The agency identifies and documents outside agency support.

Description

The Columbia Fire Department (CFD) may request outside resources at any time through established automatic and mutual aid agreements as outlined in the Columbia/Boone County Emergency Operations Plan (BCEOP), Appendix 3. State or federal resources for larger events can be requested through the State Emergency Management Agency (SEMA) as outlined in BCEOP, Appendix 4. Requests for state and federal resources for catastrophic events, as defined by the National Response Framework (NRF) i.e. earthquake centered in the New Madrid seismic zone, can be requested as outlined in BCEOP Annex P. The BCEOP most recently underwent revisions in 2015.

Appraisal

The BCEOP has adequate procedures and resources in place for an effective all-hazards disaster plan. Local automatic and mutual aid resources are adequate for Columbia.

Plan

This document is also reviewed and updated annually after April elections and periodically throughout the year as needed or as changes arise. CFD will continue to participate in local, county and regional training exercises and emergency management committees to ensure local policies align with the BCEOP.

References

5D.3 1 Boone County, Missouri Emergency Operations Plan, 2015 (Appendix 3)

5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

Description

Boone County Office of Emergency Management (OEM) is housed in a newly constructed, Emergency Operations Center (EOC) which includes an Emergency Communications Center (ECC). The newly constructed EOC / ECC was a \$22M project and was completed in September of 2016.

This new facility provides state of the art global information systems, computer and network support and allows access to information regarding county and city resources, real time event situation updates and planning facilities.

Appraisal

The OEM has sufficient technology and processes in place to catalog and update resources deployed to local, state and federal agencies and record necessary information on the scope and nature of any emergency event.

Plan

CFD will continue to participate in tabletop exercises and EOC activation drills that test all components of the Boone County Emergency Operations Plan (BCEOP) to ensure department level proficiency in these activities and stay current on upgrades to technological equipment and changes in EOP procedures.

References

5D.4 1 BCOEM 2017 – 2019 Multi-Year Training and Exercise Plan

5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

Description

The Boone County Missouri Emergency Management Director instigates an annual review of the Boone County Emergency Operations Plan (BCEOP) by all officials and participating agencies. The director ensures that necessary changes and revisions to the plan are prepared, coordinated, published and distributed. The director provides a copy of the plan revisions to all organizations/agencies assigned responsibility for implementation of the plan.

The plan is activated once a year in the form of a simulated emergency, taking into account actual events in order to determine if revisions can be made that would improve disaster response and recovery operations. This also provides practical, controlled operations experience to those who have Emergency Operations Center responsibilities.

Appraisal

The current processes in place including recurring training throughout each calendar year that exercise and evaluate all emergency support functions, effectively test and evaluate the EOP.

The schedule of training is detailed in the Boone County Office of Emergency Management (BCOEM) Multi-Year Training and Exercise Plan.

Plan

CFD will continue to participate in the annual review of the BCEOP and the annual simulated emergency exercise.

References

5D.5 1 BCOEM 2017 – 2019 Multi-Year Training and Exercise Plan

5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Description

On August 2, 2012 the City of Columbia created a Task Force made up of key personnel from all major departments to conduct a vulnerability assessment of critical infrastructure and develop plans to maintain service delivery. The City of Columbia began the formal process of developing a Business Continuity Plan (BCP) for all City departments in 2013. The BCP's, in accordance with Federal, State and local laws and administrative guidelines is formalized in writing and ensures the continuity, integrity and availability of key business processes, including fire department services, in the event of a large scale emergency or natural disaster. This also includes materials and supplies, apparatus and facilities, information systems and fuel, among others. These plans are cataloged in one, on-line repository.

The Columbia Fire Department's (CFD) BCP outlines the departments BCP team, risk assessments, essential department functions, information and equipment, and communication and training objectives.

Appraisal

The CFD's BCP is in place to provide guidance / a formalized plan to continue deliverance of essential services in the event of a large scale natural disaster or emergency. This, combined with BCP's from other departments we rely on for essential services, provides a clear operational plan for continuity of services.

Plan

The department will evaluate and update its BCP annually and conduct tabletop exercises to maintain its effectiveness.

References

5D.6 1 Columbia Fire Department Business Continuity Plan

5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

Description

In conjunction with city-wide efforts to develop Business Continuity Plans for all major City departments, the City drafted a Continuity of Operations Plan in 2016 that outlines actions to be taken by local government officials in the event of a large scale natural disaster or emergency. One of the main goals of this plan is to bridge the gap between older City of Columbia / Boone County Emergency Operations plans and newly created Business Continuity Plans. This draft plan specifically addresses four areas;

1. Preventing avoidable incidents and reducing the vulnerability of employees and citizens to any incident (natural or man-made) that may strike.
2. Establishes capabilities for protecting employees and citizens from the effects of incidents.
3. Respond effectively to the actual occurrence of incidents.
4. Provide for recovery in the aftermath of any incident involving extensive damage within the city.

Appraisal

While a draft plan is in place, it has not been formally adopted by the City. City management has hopes to complete this soon.

Plan

CFD will continue to work with city management on a formal adoption of the COOP.

References

5D.7 1 City of Columbia Draft Continuity of Operations Plan

5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

The Columbia Fire Department (CFD) does not have a formal process in place for intelligence sharing with other public safety agencies. However, CFD does participate in local, regional and state committees and trains with other public safety agencies. Specifically, Missouri State Emergency Management Agency (SEMA), Local Emergency Planning Committee (LEPC), Regional Homeland Security Oversight Committee (RHSOC) and Boone County Office of Emergency Management's multi-year training and exercise plan. Additionally, the department partners with the Columbia Police Department on the Mid-Missouri Bomb Squad and works closely with the Boone County Sherriff's Department, Boone County Fire Protection District, Boone Hospital Ambulance service, University Hospital Ambulance service and Columbia Police Department on a regular basis informally in addition to the aforementioned programs.

Appraisal

CFD's participation with advisory committees at local, regional and state levels provides the department and the agencies we work with, with valuable information that enhances our ability to respond effectively to emergencies of any scale. The intelligence sharing has been effective for CFD.

Plan

CFD will continue to actively engage with all-hazard emergency management groups and advisory committees. In addition we will investigate formalizing an intelligence sharing policy to share and disseminate information with our partner agencies.

References

5D.8 1 Boone County OEM 2017-2019 Multi-Year Training and Exercise Plan

5D.8 2 RHSOC Agenda

5D.8 3 LEPC Agenda

Category V

Criterion 5E: Fire Suppression

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific fire suppression programs.

Summary:

The Columbia Fire Department (CFD) provides all fire suppression services to the citizens and visitors to Columbia. Our members are trained and equipped to respond to all types of fire events within our jurisdiction.

Performance Indicators:

CC 5E.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

The Columbia Fire Department (CFD) has established deployment objectives for each riskcategory in the Community Risk Assessment -Standards of Cover (CRA-SOC) document. Currently, all engines, quints, and ladder companies are staffed with a minimum of three personnel. The squad company is staffed with a minimum of two personnel. This staffing is outlined in the Operational Bulletin ATT-7. Each engine, quint, and ladder has the ability to pump a minimum of 1500 gpm, and carry sufficient equipment to perform the necessary tasks on the fire ground. Critical tasking for fire suppression incidents are outlined in the CRA-SOC and are utilized to ensure the department objectives are being analyzed.

The department has determined that there are two risk categories for Fire Suppression responses, low and high. Low risk responses are calls such as vehicle fire, dumpster fires, and outside fires. The initial response includes a single company response with an ERF of three personnel. The department has established a benchmark for this type of incident as follows:

For 90% of low risk of fire suppression incident responses, alarm handling shall be 2 minutes.

For 90% of low risk of fire suppression incident responses, turnout time shall be 2 minutes.

For 90% of low risk of fire suppression incident response, the travel time of the first due unit shall be 4 minutes.

For 90% of low risk of fire suppression incident response, the total response time shall be 8 minutes. The first arriving unit is to be capable of providing a minimum of 300 gallons of water and pumping 1500gpm, conducting a scene size up, initiating command/safety, initiating a primary fire attack line, determining the need for additional resources, and is staffed with a minimum of three personnel.

High risk responses are calls such as structure fires, chimney fires and visible smoke inside a structure. The initial response includes a full box alarm with an ERF of 16 personnel. This includes three Engines/Quints, one Ladder, one Squad, and two Chief Officers. The department has established a benchmark for this type of incident as follows:

For 90% of high risk of fire suppression incident responses, alarm handling shall be 2 minutes.

For 90% of high risk of fire suppression incident responses, turnout time shall be 2 minutes.

For 90% of high risk of fire suppression incident response, the travel time of the first due unit shall be 4 minutes.

For 90% of high risk of fire suppression incident response, the effective response force (ERF) travel time shall be 8 minutes.

For 90% of high risk of fire suppression incident response, the total response time for the first due unit shall be 8 minutes. The first due unit is to be capable of providing a minimum of 300 gallons of water and pumping 1500gpm, conducting a scene size up, initiating command/safety, initiating a primary fire attack line, determining the need for additional resources, and is staffed with a minimum of three personnel (1 officer, 1 engineer, and 1 firefighter).

For 90% of high risk of fire suppression incident response, the total response time for the ERF shall be 12 minutes. The ERF is to be capable of: pumping 1500gpm, conducting command/safety, advancing primary fire attack line, establishing a backup line, establishing a sustainable water supply, conducting primary search and rescue, providing

ventilation, and establishing a rapid intervention crew (RIC). The ERF will include a minimum of 16 personnel.

Appraisal

The Columbia Fire Department has analyzed the baseline data for 2015-2017 Fire Suppression low risk incident responses.

For 90% of low risk of fire suppression incident responses, alarm handling was 2 minutes and 59 seconds.

For 90% of low risk of fire suppression incident responses, turnout time was 3 minutes and 8 seconds.

For 90% of low risk of fire suppression incident response, the travel time of the first due unit was 5 minutes and 50 seconds.

For 90% of low risk of fire suppression incident response, the total response time was 10 minutes and 30 seconds. The first arriving unit was capable of providing a minimum of 300 gallons of water and pumping 1500gpm, conducting a scene size up, initiating command/safety, initiating a primary fire attack line, determining the need for additional resources, and is staffed with a minimum of three personnel.

Several gaps have been identified in the performance data for low risk Fire Suppression. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

The Columbia Fire Department has analyzed the baseline data for 2015-2017 Fire Suppression high risk incident responses.

For 90% of high risk of fire suppression incident responses, alarm handling was 2 minutes and 57 seconds.

For 90% of high risk of fire suppression incident responses, turnout time was 3 minutes and 22 seconds.

For 90% of high risk of fire suppression incident response, the travel time of the first due unit was 4 minutes and 32 seconds.

For 90% of high risk of fire suppression incident response, the effective response force (ERF) travel time was 10 minutes and 2 seconds.

For 90% of high risk of fire suppression incident response, the total response time for the first due unit was 8 minutes and 55 seconds. The first due unit was capable of providing a minimum of 300 gallons of water and pumping 1500gpm, conducting a scene size up, initiating command/safety, initiating a primary fire attack line, determining the need for additional resources, and is staffed with a minimum of three personnel (1 officer, 1 engineer, and 1 firefighter).

For 90% of high risk of fire suppression incident response, the total response time for the ERF was 13 minutes and 51 seconds. The ERF was capable of: pumping 1500gpm, conducting command/safety, advancing primary fire attack line, establishing a backup line, establishing a sustainable water supply, conducting primary search and rescue, providing ventilation, and establishing a rapid intervention crew (RIC). The ERF will include a minimum of 16 personnel.

Several gaps have been identified in the performance data for high risk Fire Suppression. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

Plan

The department, through analysis of the performance data, is working on reducing and eliminating the identified gaps in performance. The department meets on a monthly basis with communications administration in an effort to identify and reduce the alarm handling times. The first objective is to increase awareness of the communications staff as to what the actual performance is compared to the benchmark which is set. Another step has been to begin researching the ProQA software to find clear indicators which allow the dispatcher to initiate the dispatch, thus reducing the processing time.

The department has begun to report on a monthly basis, the turnout times by company and shift as outlined in the CFD 2018-2021 Strategic Plan goal 4. This effort has proven to be an effective way for staff to understand the performance level and the benchmark. The department has seen a decrease in the 90% time for turnout. There is also an effort with the communications center to begin to utilize a more effective pre-alert system which would alert staff that there is a call in their area prior to actually being dispatched. This effort is ongoing.

In order to reduce travel times the department is in need of additional stations. General locations for two additional stations have been identified in the SOC and the City Council has approved funding for them to be built with the FY2019 budget. The department is working on securing property in those areas as well as station design.

References

5E.1 1 July 2018 Turn out time report

5E.1 2 CFD 2018-2021 Strategic Plan pg. 47 objective 4B

5E.1 3 CFD CRA-SOC pg. 58-59, 78-79, 87-88

5E.1 4 CFD Operational Bulletin ATT-7

CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

The Columbia Fire Department (CFD) uses the Incident Command System (ICS). The CFD is in compliance with the National Incident Management System (NIMS) and has developed CFD Operational Bulletin Emergency Response Procedures nineteen (OB ERP-19). All members of the CFD have been trained in ICS, NIMS 100, 200, 700 and 800. All Chief Officers have the advanced NIMS training 300 and 400. ICS is used at all incidents, regardless of the number of apparatus and is expanded as needed for each incident.

New members of the department are trained in ICS, NIMS 100, 200, 700 and 800 during recruit school by the training chiefs. Annually, the training staff evaluates the need for additional ICS classes based on the promotions and responsibilities of other CFD personnel.

The CFD Chief Officers conduct command training for the emergency services personnel twice a year to assist with officer development and ensure ICS is utilized. The training chiefs evaluate the training as it relates to ICS, and prepare additional training classes to keep personnel up to date with ICS and NIMS. The CFD also uses the ICS at large public events.

Appraisal

The department has found the ICS to be very valuable during the large events in preparing our personnel for emergency incidents. The use of ICS has become second nature to department members because of the frequency of use. The city administration supports NIMS training and have shown interest in participating in training.

Plan

The CFD will continue utilize ICS on all events for all department personnel and make adjustments in the application of it when necessary. The department will monitor the record keeping system to ensure all training records are kept up to date. Discussions with

city administration and council will continue and the department will strive to provide training to city officials when possible.

References

5E.2 1 Columbia Fire Department Operational Bulletin ERP-19

5E.2 2 Columbia Fire Department Master Training Calendar

CC 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.

Description

The Columbia Fire Department (CFD) conducts an in depth analysis of data including monthly, quarterly, and annual reports.

1. Monthly reports at the staff meeting showing performance data, as well as other statistical data.
2. Quarterly, the administrative chief staff and the shift commanders meet to analyze specific calls further, as well as look deeper into the statistics on fire suppression responses.
3. Semiannually, the administrative chief staff is meeting with all emergency services chief officers to review operations.
4. Annually, during the February staff meeting, a complete review is conducted of the entire previous year's performance data.

Throughout the entire year, the CFD makes necessary adjustments to department training, goals, and objectives as necessary.

CFD also conducts an annual appraisal of the fire suppression program, which is reviewed during the February staff meeting. This annual appraisal provides a detailed look at the fire suppression program. This includes a look at prior program goals and objectives, inputs, outputs, outcomes, and future goals and objectives.

Appraisal

The department conducted its first formal fire suppression appraisal at the end of 2017. This appraisal provided a great insight into what the program had accomplished as well as gaps in performance. As the department continues to conduct these appraisals, the value will continue to increase and it will lead to a greater strive for continuous improvement.

Plan

The CFD will continue to evaluate our fire suppression program and make any necessary adjustments in how we conduct the appraisal and how CFD operates.

References

5E.3 1 2017 Annual fire suppression program appraisal

Category V

Criterion 5F: Emergency Medical Services (EMS)

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary:

Boone County Joint Communications (BCJC) provides central dispatching services for all emergency services located in Boone County (fire, ems and law enforcement). They use computer aided dispatching to dispatch units which are based closest to the location of the incident. The Columbia Fire Department (CFD) provides first responder emergency medical services (EMS) with Emergency Medical Technicians (Basic Life support) from 9 strategically located fire stations. CFD personnel that are Paramedics (Advance Life support – (ALS)) are allowed to practice once the ambulance has arrived, if the ambulance crew requests assistance. Patient transport services are provided by the two local hospital based ambulance services which staff a varying number of ALS ambulances daily. The CFD responds to City of Columbia EMS incidents in tandem with either Boone Hospital or the University of Missouri Hospital ambulance services.

Performance Indicators:

CC 5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

Description

The Columbia Fire Department (CFD) operates as a basic life support (BLS) first responder to all areas in the jurisdiction. Some members of the department are paramedic certified and can provide advanced life support (ALS) once the medic unit arrives and requests that assistance. This is done through an MOU with both hospitals who provide the ambulance service.

During the development of the community risk assessment and standards of cover (CRA-SOC), the department identified two risk categories for EMS: low and high. The benchmarks for them are outlined in the CRA-SOC. During the past three years, 2015-2017, EMS calls make up the largest portion of calls the department responds to.

The department has determined that there are two risk categories for EMS responses, low and high. Low risk responses are calls such as medical emergencies. The initial response includes a single company response with an ERF of two personnel. The department has established a benchmark for this type of incident as follows:

For 90% of low risk EMS incident responses, alarm handling shall be 2 minutes.

For 90% of low risk EMS incident responses, turnout time shall be 1 minute and 30 seconds.

For 90% of low risk EMS incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of low risk EMS incident responses, the total response time of the first due unit shall be 8 minutes. The first due unit shall be capable of: establishing incident command,

providing a minimum of basic life support medical care, conducting patient assessment, history, and include a minimum of two personnel.

High risk responses are calls such as vehicle accidents with injuries and vehicle accidents involving a pedestrian. The initial response includes two companies with an ERF of five personnel. The department has established a benchmark for this type of incident as follows:

For 90% of high risk EMS incident responses, alarm handling shall be 2 minutes.

For 90% of high risk EMS incident responses, turnout time shall be 2 minutes.

For 90% of high risk EMS incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of high risk EMS incident responses, the effective response force (ERF) travel time shall be 8 minutes.

For 90% of low risk EMS incident responses, the total response time of the first due unit shall be 6 minutes. The first due unit shall be capable of: establishing incident command/safety, providing a minimum of basic life support medical care, conducting patient assessment, history, and include a minimum of two personnel.

For 90% of low risk EMS incident responses, the total response time of the ERF shall be 10 minutes. The ERF shall be capable of: conducting command/safety, providing a minimum of basic life support medical care, conducting patient assessment, history, and include a minimum of five personnel.

Appraisal

The Columbia Fire Department has analyzed the baseline data for 2015-2017 EMS low risk incident responses.

For 90% of low risk EMS incident responses, alarm handling was 3 minutes and 40 seconds.

For 90% of low risk EMS incident responses, turnout time was 3 minutes and 4 seconds.

For 90% of low risk EMS incident responses, the travel time of the first due unit was 5 minutes and 25 seconds.

For 90% of low risk EMS incident responses, the total response time of the first due unit was 10 minutes and 34 seconds. The first due unit was capable of: establishing incident command, providing a minimum of basic life support medical care, conducting patient assessment, history, and include a minimum of two personnel.

Several gaps have been identified in the performance data for low risk EMS. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

The Columbia Fire Department has analyzed the baseline data for 2015-2017 EMS high risk incident responses.

For 90% of high risk EMS incident responses, alarm handling was 3 minutes and 39 seconds.

For 90% of high risk EMS incident responses, turnout time was 3 minutes and 2 seconds.

For 90% of high risk EMS incident responses, the travel time of the first due unit was 4 minutes and 51 seconds.

For 90% of high risk EMS incident responses, the effective response force (ERF) travel time was 7 minutes.

For 90% of low risk EMS incident responses, the total response time of the first due unit was 10 minutes and 4 seconds. The first due unit was capable of: establishing incident command/safety, providing a minimum of basic life support medical care, conducting patient assessment, history, and include a minimum of two personnel.

For 90% of low risk EMS incident responses, the total response time of the ERF was 11 minutes and 29 seconds. The ERF was capable of: conducting command/safety, providing a minimum of basic life support medical care, conducting patient assessment, history, and include a minimum of five personnel.

Several gaps have been identified in the performance data for high risk EMS. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

Plan

The department is working on reducing and eliminating the identified gaps in performance. The department meets on a monthly basis with communications administration in an effort to identify and reduce the alarm handling times. The first objective is to increase awareness of the communications staff as to what the actual performance is compared to the benchmark which is set. Another step has been to begin researching the ProQA software to find clear indicators which allow the dispatcher to initiate the dispatch, thus reducing the processing time.

The department has begun to report on a monthly basis, the turnout times by company and shift. This effort has proven to be an effective way for staff to understand the performance level and the benchmark. The department has seen a decrease in the 90% time for turnout. There is also an effort with the communications center to begin to utilize a more effective pre alert system which would alert staff that there is a call in their area prior to actually being dispatched. This effort is ongoing.

In order to reduce travel times the department is in need of additional stations. General locations for two additional stations have been identified in the SOC and the City Council has approved funding for them to be built with the FY2019 budget. The department is working on securing property in those areas as well as station design.

References

5F.1 1 July 2018 Turn Out Time Report

5F.1 2 City Ordinance 020255

5F.1 3 2018-2021 CFD Strategic Plan pg. 47-48 (Objective 4B and 4C)

5F.1 4 CFD CRA-SOC pg. 81-82

CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response.

Description

The Columbia Fire Department (CFD) provides basic life support (BLS) care under combined City of Columbia and Boone County Fire Protection District Fire Emergency Medical Services Clinical Protocols. These protocols include an initial protocol for all patients, a set of adult protocols, a set of pediatric protocols and a section addressing various procedures. These protocols are available to all personnel and can be found as part of the Operational Bulletins.

At the direction of the hospital-based Advanced Life Support (ALS) ambulance personnel, CFD Paramedics provide ALS care operating under Boone County Joint EMS protocols. This is allowed as part of a Memorandum of Understanding with each hospital.

Appraisal

The Boone County Joint EMS Protocols have been effective in providing guidelines for medical treatment. These protocols are reviewed continually by a county wide EMS advisory board and a county wide protocol committee. These committees are made up of representatives from each fire and EMS agency in the county as well as the medical directors for each service. The protocols were approved and put in place in the summer of 2018.

Plan

These protocols are currently undergoing a review and revision process by the Boone County Joint EMS Protocols Review Committee. These updated protocols will provide treatment guidelines for all levels of medical first responders within the County of Boone. Once adopted and implemented, the protocols will be reviewed annually by the Medical Director and CFD Medical Coordinator.

References

- 5F.2 1 Columbia Fire Department Operational Bulletin – EMS-5
- 5F.2 2 Boone County Joint EMS Protocols

5F.2 3 City Ordinance 020255

CC 5F.3 The agency has online and offline medical control.

Description

The Columbia Fire Department (CFD) has both online and offline medical control. Offline medical control is provided in the form of written protocols established and adopted by the department's Medical Director and the department.

Online medical control is provided by either one of the two local hospitals that support the two local advanced life support (ALS) ambulance services. The primary means of communication with online medical control is via the fire unit's assigned cellular phone. Secondly, the fire unit can request, via radio, that the Boone County Joint Communications Center relay information between field units and hospital-based medical control.

Appraisal

The CFD's written protocols and ability to access online medical control have proven effective in providing responding fire units with offline and online medical control. Generally during an incident, CFD personnel do not need to contact online medical control. The ability is there for crews to make contact with one of the two hospitals, however if there is something urgent crews would generally make radio contact with the responding medic unit for further instruction.

The EMS advisory committee is working on the possibility app version for the offline protocols. This would allow each responder to have the protocols with them if needed. Currently there is no timeline for the completion.

Plan

Offline medical control protocols will be reviewed annually and updated as appropriate. Online medical control contact information will be reviewed annually and updated as appropriate. During annual reviews, content, as well as new storage mediums and delivery technologies will be considered.

References

5F.3 1 Columbia Fire Department Operational Bulletin – EMS-5

5F.3 2 Boone County Joint EMS Protocols

CC 5F.4 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.

Description

The Columbia Fire Department (CFD) creates and maintains an electronic patient care record for each patient encountered. Electronic patient care records are created using the FIREHOUSE records management software. Medical incident reports contain the patient's chief complaint, pertinent history, treatment rendered by CFD personnel and the disposition of the patient.

Access to electronic medical incident reports is restricted by two levels of protection. The first level is protected by a password-protected overall system login. The second level is a separate password-protected FIREHOUSE software database login.

All medical incident reports are maintained, are maintained per the State of Missouri Fire District Retention Schedule, for a period of 20 years.

Appraisal

The CFD creates and maintains a patient record for each patient encountered. The reports generally capture the required data; however there is no CFD mandated format in which the report narrative is to be written.

The CFD has been effective in protecting medical reports from unauthorized public access and maintains the reports per local, state, and federal records retention requirements.

Plan

The CFD will continue to create and maintain a patient record for each patient encountered. To ensure capture of required data, the CFD will institute the use of the CHART documentation format in patient narratives in 2019. This requirement will be

added to the CFD's applicable report writing Operational Bulletins. Compliance will be verified by routine quality improvement reviews.

References

5F.4 1 Columbia Fire Department Operational Bulletin, GEN-8 (Incident Reports)

5F.4 2 Columbia Fire Department Operational Bulletin, COM-5 (Computer Use)

5F.4 3 State of Missouri Fire District Retention Schedule (pg 5)

<https://www.sos.mo.gov/CMSImages/LocalRecords/FireDistrict.pdf>

CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.

Description

The Columbia Fire Department (CFD) is a provider of health care services but does not meet the criteria to be considered a “Covered Entity” under the Health Insurance Portability and Accountability Act of 1996 (HIPAA). This determination was made by the City of Columbia legal department. The City of Columbia considers Fire Department records as public records as defined by [Missouri Chapter 610.010](#). However, we redact any information that falls under the [Red Flag Rules](#).

Appraisal

The CFD has a Records keeper (the Assistant Chief over the Fire Marshal’s Division), that is responsible for maintaining records and releasing them when they are requested. This Records keeper is responsible to make sure all Red Flag information is redacted before the report is released.

Plan

The CFD will continue to follow Missouri Chapter 610.010 and the Red Flag Rules when releasing records. The Records keeper will continue to receive familiarization and compliance training when policies and procedures change.

References

5F.5 1 Missouri Revised Statute, Chapter 610, Government Bodies and Records

5F.5 2 Red Flag Rules

5F.5 3 Columbia Fire Department Record Request Guidelines

5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.

Description

The Medical Coordinator (MC) of the Columbia Fire Department (CFD) conducts quality improvement/quality assurance (QI/QA) report reviews on cardiac arrest incidents and other incidents at the request of the Medical Director or local ALS ambulance services. Random samplings of all other emergency medical run reports are reviewed by the medical coordinator as workload allows.

Appraisal

The existing QI/QA run review program has met the department's needs in terms of quality assurance. However, there is little structure to the program and, unless a deficiency was identified, feedback to the emergency care provider has been minimal.

Plan

The CFD will continue its existing medical run report review with additional requirements. The MC or designee will review all cardiac arrest calls and all calls involving the administration of naloxone. The completed QI/QA form will be sent back to the member making the report for feedback. Quarterly, the MC will meet with the CFD's Medical Director to evaluate and discuss the MC's review findings. These requirements will be added to the CFD Operational Bulletin GEN-8 / Incident Reports.

The MC will conduct a minimum of three (3) field care audits per quarter to observe and evaluate personnel providing care at emergency scenes.

Annually, the MC, Fire Administration and the Medical Director will review and update the QA/QI program.

References

5F.6 1 Columbia Fire Department Operational Bulletin, GEN-8 (Incident Reports)

5F.6 2 Columbia Fire Department – Quality Improvement Process Cardiac Arrest Run Review Form

5F.6 3 Columbia Fire Department – Quality Improvement Process Naloxone
Administration Review Form

CC 5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.

Description

The Columbia Fire Department (CFD) conducts an annual EMS appraisal. This document outlines all activity in this program from training to response. The department is part of the Boone County joint EMS protocol committee, which has been and is continually working on developing a county wide set of EMS protocols. The new EMS protocols are set to be released in 2018. In addition to that, we participate in the monthly county wide EMS advisory committee. This committee meets to conduct incident analysis, look at new developments and look for potential ways to improve the EMS system in Boone County.

Appraisal

The first formal documented annual appraisal was conducted for 2017. This document has proven to be a valuable tool, which has created a clear picture of the EMS program. The department is now looking closer at data and performing more detailed follow up on calls outlined by the EMS advisory committee. This data includes from call to hospital care. This data will allow the department to make changes as necessary to provide the greatest impact possible for the patients treated.

Plan

The CFD will continue to complete an annual appraisal and add additional information that is now being generated by the EMS advisory committee on outcomes. As changes are identified, the department will analyze and develop a plan to address them.

References

5F.7 1 July 2018 minutes for Boone County EMS advisory committee

5F.7 2 2017 EMS annual appraisal

5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

The Columbia Fire Department (CFD) does not have a department sponsored community CPR and public access defibrillation program. It is outlined in the 2018-2021 Strategic Plan to begin the exploration of implementing a community CPR program.

Appraisal

The department has not been effective in the implementation of this type of program. This is in part due to a number of local, private-sector vendors provide CPR and automated external defibrillator (AED) training and certification for the community. Additionally, the American Heart Association’s (AHA) development and promotion of Hands-Only CPR provides a conduit to educate the community on CPR and AEDs.

Plan

The CFD is going to develop a plan for public CPR training. This is part of the 2018-2021 CFD Strategic Plan. Following that, the department will annually review available options for the community to access CPR and AED training and education. Should a void be detected, an action plan to develop, implement, and evaluate a community CPR/AED program will be considered.

References

5F.8 1 American Heart Association Website – <http://www.heart.org>

5F.8 2 2018-2021 CFD Strategic Plan (pg. 45

Category V

Criterion 5G: Technical Rescue

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering emergency (e.g., structural collapse, vehicle accidents, swift water, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Columbia Fire Department Technical Rescue Team is a regional team that can be requested by neighboring departments. The team is comprised of 46 personnel across all three shifts. The Technical Rescue Team trains to the technician level for confined space, rope rescue, trench collapse, swift water and structural collapse.

Performance Indicators:

CC 5G.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

Description

The Columbia Fire Department Technical Rescue Program is made up of various training levels. All personnel are trained to an awareness level with Rescue Team members being trained to the technician level. Currently, CFD has 45 personnel trained to the technician level.

The department has determined that there are three risk categories for Technical Rescue responses; low, moderate and high.

Low risk Technical Rescue responses include calls such as stuck elevators. Responses of this risk category are generally a single company response and do not require specialized equipment. The initial response includes an ERF of two personnel. The department has established a benchmark for this type of incident as follows:

For 90% of low risk Technical Rescue incident responses, alarm handling shall be 2 minutes.

For 90% of low risk Technical Rescue incident responses, turnout time shall be 2 minutes.

For 90% of low risk Technical Rescue incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of low risk Technical Rescue incident responses, the total response time of the first due unit shall be 8 minutes. The first due unit shall be capable of: establishing incident command/safety, incident size up, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of two personnel.

Moderate risk Technical Rescue responses include calls such as extrication accidents and

low angle rescues. Responses of this risk category require more personnel and some specialized equipment which is carried on Squad 3. The initial response for this risk includes an ERF of ten personnel. The department has established a benchmark for this type of incident as follows:

For 90% of moderate risk Technical Rescue incident responses, alarm handling shall be 2 minutes.

For 90% of moderate risk Technical Rescue incident responses, turnout time shall be 2 minutes.

For 90% of moderate risk Technical Rescue incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of moderate risk Technical Rescue incident responses, the effective response force (ERF) travel time shall be 8 minutes.

For 90% of moderate risk Technical Rescue incident responses, the total response time of the first due unit shall be 8 minutes. The first due unit shall be capable of: establishing incident command/safety, incident size up, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of two personnel.

For 90% of moderate risk Technical Rescue incident responses, the total response time of the ERF shall be 12 minutes. The ERF shall be capable of: maintain incident command/safety, gain access to the patient, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of ten personnel.

High risk Technical Rescue responses include calls such as high angle rescue, trench rescue or confined space rescue. Responses of this risk category require more personnel and a great deal of specialized equipment which is carried on the Technical Rescue Truck which is stationed at Station 8 and is cross staffed with Quint 8 personnel. The initial response for this risk includes an ERF of 15 personnel. The department has established a benchmark for this type of incident as follows:

For 90% of high risk Technical Rescue incident responses, alarm handling shall be 2 minutes.

For 90% of high risk Technical Rescue incident responses, turnout time shall be 2 minutes.

For 90% of high risk Technical Rescue incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of high risk Technical Rescue incident responses, the effective response force (ERF) travel time shall be 8 minutes.

For 90% of high risk Technical Rescue incident responses, the total response time of the first due unit shall be 8 minutes. The first due unit shall be capable of: establishing incident command/safety, incident size up, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of two personnel.

For 90% of high risk Technical Rescue incident responses, the total response time of the ERF shall be 12 minutes. The ERF shall be capable of: maintain incident command/safety, gain access to the patient, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of fifteen personnel.

Appraisal

The Columbia Fire Department has analyzed the baseline data for 2015-2017 Technical Rescue low risk incident responses.

For 90% of low risk Technical Rescue incident responses, alarm handling was 4 minutes and 6 seconds.

For 90% of low risk Technical Rescue incident responses, turnout time was 2 minutes and 49 seconds.

For 90% of low risk Technical Rescue incident responses, the travel time of the first due unit was 5 minutes and 12 seconds.

For 90% of low risk Technical Rescue incident responses, the total response time of the first due unit was 9 minutes and 53 seconds. The first due unit was capable of: establishing incident command/safety, incident size up, providing a minimum of basic life

support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of two personnel.

Several gaps have been identified in the performance data for low risk Technical Rescue. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

The Columbia Fire Department has analyzed the baseline data for 2015-2017 Technical Rescue moderate risk incident responses.

For 90% of moderate risk Technical Rescue incident responses, alarm handling was 3 minutes and 55 seconds.

For 90% of moderate risk Technical Rescue incident responses, turnout time was 3 minutes and 13 seconds.

For 90% of moderate risk Technical Rescue incident responses, the travel time of the first due unit was 5 minutes and 5 seconds.

For 90% of moderate risk Technical Rescue incident responses, the effective response force (ERF) travel time was 8 minutes and 47 seconds.

For 90% of moderate risk Technical Rescue incident responses, the total response time of the first due unit was 9 minutes and 52 seconds. The first due unit was capable of: establishing incident command/safety, incident size up, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of two personnel.

For 90% of moderate risk Technical Rescue incident responses, the total response time of the ERF was 13 minutes and 11 seconds. The ERF was capable of: maintain incident command/safety, gain access to the patient, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of ten personnel.

Several gaps have been identified in the performance data for moderate risk Technical Rescue. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

The Columbia Fire Department has analyzed the baseline data for 2015-2017 Technical Rescue high risk incident responses. This data set is extremely small, thus making it very volatile. The total number of incidents in the prior three years is three calls, with no ERF arrival during the time period. Due to this, the department can't accurately assess progress toward the benchmark.

For 90% of high risk Technical Rescue incident responses, alarm handling was 4 minutes and 6 seconds.

For 90% of high risk Technical Rescue incident responses, turnout time was 2 minutes and 8 seconds.

For 90% of high risk Technical Rescue incident responses, the travel time of the first due unit was 3 minutes and 32 seconds.

For 90% of high risk Technical Rescue incident responses, the total response time of the first due unit was 7 minutes and 56 seconds. The first due unit was capable of: establishing incident command/safety, incident size up, providing a minimum of basic life support medical care if needed, stabilizing the incident, determining the need for additional resources, and include a minimum of two personnel.

Plan

The department is working on reducing and eliminating the identified gaps in performance. The department meets on a monthly basis with communications administration in an effort to identify and reduce the alarm handling times. The first objective is to increase awareness of the communications staff as to what the actual performance is compared to the benchmark which is set. Another step has been to begin researching the ProQA software to find clear indicators which allow the dispatcher to initiate the dispatch, thus reducing the processing time.

The department has begun to report on a monthly basis, the turnout times by company and shift. This effort has proven to be an effective way for staff to understand the performance level and the benchmark. The department has seen a decrease in the 90% time for turnout. There is also an effort with the communications center to begin to utilize a more effective

pre alert system which would alert staff that there is a call in their area prior to actually being dispatched. This effort is ongoing.

In order to reduce travel times the department is in need of additional stations. General locations for two additional stations have been identified in the SOC and the City Council has approved funding for them to be built with the FY2019 budget. The department is working on securing property in those areas as well as station design.

References

5G.1 1 July 2018 Turnout Time Report

5G.1 2 CFD 2018-2021 Strategic Plan pg. 47 objective 4B

5G.1 3 Tech Rescue team roster

5G.1 4 CFD CRA-SOC pg. 66-68, 82-84, 90-91

5G.1 5 CFD Operational Bulletin ATT-7

5G.2 The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

Description

The Columbia Fire Department (CFD) provides initial technical rescue training for all personnel on the department. The CFD maintains records and certifications for all personnel. Basic Recruit School provides Vehicle Rescue Technician, Trench Awareness and Operations, Intro to Technical Rescue, Water Rescue and Rapid Intervention Crew training. CFD also requires Confined Space, Rope Rescue and Trench Collapse Rescue to be on the Technical Rescue Team. CFD has the resources and training to conduct technical rescues as stated above. CFD provides ongoing semi-annual shift wide training to all personnel and bi-monthly Technical Rescue Team training for team members. Technical Rescue Team members are required to acquire advanced training for technical rescue.

Appraisal

Currently, CFD personnel meet minimum training and operational standards for technical rescue. In the past few years the State of Missouri changed the required courses for certification. The department has embraced this change and have had several personnel trained as course instructors as well as testing evaluators.

Plan

The Columbia Fire Department (CFD) will continue to evaluate our training and operational standards for all levels to ensure they meet local, state, and national standards.

References

5G.2 1 Columbia Fire Department Technical Rescue Training Calendar

5G.2 2 Columbia Fire Department Operational Bulletin TRN-1, Employees attending classes/seminars

5G.2 3 Columbia Fire Department Operational Bulletin PER-15, Special Operations Response Teams (SORT)

CC 5G.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.

Description

The Columbia Fire Department (CFD) has added an annual appraisal for the program. The first appraisal was based upon 2017 by the Technical Rescue Branch Leader. This appraisal included; inputs, outputs, outcomes, as well as goals and objectives of the program. The appraisal was then reviewed by the command staff. The department also is analyzing data on a monthly and annual basis.

Appraisal

The first formal documented annual appraisal of this program (2017) provided a never before view of the program. The appraisal identified several gaps in performance times that the department is working to reduce. The goals and objectives show other areas that are in need of attention and are being worked on by the Branch Leader and other personnel.

Plan

The CFD will continue to conduct a formal documented appraisal of the Technical Rescue program and review it during the February staff meeting each year. The department will continue to improve this appraisal form to increase its value.

References

5G.3 1 Technical Rescue Annual Appraisal

Category V

Criterion 5H: Hazardous Materials (Hazmat)

The Columbia Fire Department's Hazardous Materials program is designed to protect the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials. Hazardous material responses can be a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies, including the integration and coordination of several agencies. The Columbia Fire Department has generally become the lead agency during the un-stabilized emergency portion of the incident.

Summary:

The Columbia Fire Department Hazardous Materials Team is a regional response team supported by local, state, and federal resources. The Hazmat Team is comprised of 32 Hazmat Technicians department-wide. All fire department personnel are trained to the Hazmat Operations level.

The Columbia Fire Department's staffing is based on a three shift rotation that deploys 43 personnel per shift. When an incident involves a high risk hazardous materials release, the CFD will deploy a first alarm response as well as the Hazmat Truck. The first alarm response includes three engines, a ladder truck, a squad, and two Chief Officers. The engines and ladder each have three personnel assigned to them with the squad having two. Detailed procedures are in place for both types of responses: operation level and technician level.

Performance Indicators:

CC 5H.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

Description

The Columbia Fire Department Hazardous Materials program is made up of two levels of training. All uniformed personnel are trained to a minimum of the Operations level and members of the Hazmat team are all trained to the Technician level. The department currently has 32 technicians. The department's Hazmat truck is a special call apparatus and is cross staffed with personnel from Quint 9 at Station 9.

The department has determined that there are two risk categories for Hazardous Materials responses, low and high. Low risk responses are calls such as carbon monoxide investigation or leaks, gas odors and small fuel spills. Responses of this risk category do not require a response from the hazmat team nor the hazmat truck. The initial response includes a single company response with an ERF of three personnel. The department has established a benchmark for this type of incident as follows:

For 90% of low risk Hazardous Materials incident responses, alarm handling shall be 2 minute and 0 seconds.

For 90% of low risk Hazardous Materials incident responses, turnout time shall be 2 minute and 0 seconds.

For 90% of low risk Hazardous Materials incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of low risk Hazardous Materials incident responses, the total response time of the first due unit shall be 8 minutes. The first due unit shall be capable of: establishing incident command/safety, incident size up, stabilizing the incident, determining the need for additional resources, and include a minimum of three personnel.

High risk responses are calls such as highway accidents involving hazardous materials release, or uncontained chemical leaks in an industrial or lab setting. This response includes multiple companies and the hazmat truck, with an ERF of 13 personnel. Upon assessment of the incident, the incident commander requests additional Hazmat Team members who are on duty. The department has established a benchmark for this type of incident as follows:

For 90% of high risk Hazardous Materials incident responses, alarm handling shall be 2 minutes.

For 90% of high risk Hazardous Materials incident responses, turnout time shall be 2 minutes.

For 90% of high risk Hazardous Materials incident responses, the travel time of the first due unit shall be 4 minutes.

For 90% of high risk Hazardous Materials incident responses, the effective response force (ERF) travel time shall be 8 minutes.

For 90% of high risk Hazardous Materials incident responses, the total response time of the first due unit shall be 8 minutes. The first due unit shall be capable of: establishing incident command/safety, incident size up, stabilizing the incident, determining the need for additional resources, and include a minimum of three personnel.

For 90% of high risk Hazardous Materials incident responses, the total response time of the ERF shall be 12 minutes. The ERF shall be capable of: maintain incident command/safety, mitigate the incident, stabilizing the incident, determining the need for additional resources, and include a minimum of 13 personnel.

Appraisal

The Columbia Fire Department has analyzed the baseline data for 2015-2017 Hazardous Materials low risk incident responses.

For 90% of low risk Hazardous Materials incident responses, alarm handling was 3 minutes and 23 seconds.

For 90% of low risk Hazardous Materials incident responses, turnout time was 3 minutes and 19 seconds.

For 90% of low risk Hazardous Materials incident responses, the travel time of the first due unit was 6 minutes and 27 seconds.

For 90% of low risk Hazardous Materials incident responses, the total response time of the first due unit was 11 minutes and 28 seconds. The first due unit was capable of: establishing incident command/safety, incident size up, stabilizing the incident, determining the need for additional resources, and include a minimum of three personnel. Several gaps have been identified in the performance data for low risk Hazardous Materials. Alarm handling, turnout, and travel times all exceed the benchmarks established by the department.

The department has also analyzed the baseline 2015-2017 data for the high risk incident responses. This data set is extremely small, thus making it very volatile. The total number of incidents in the prior three years is 19 calls, with an ERF arrival at only two during that same time period. Due to this, the department can't accurately assess progress toward the benchmark.

For 90% of high risk Hazardous Materials incident responses, alarm handling was 4 minutes and 20 seconds.

For 90% of high risk Hazardous Materials incident responses, turnout time was 3 minute and 31 seconds.

For 90% of high risk Hazardous Materials incident responses, the travel time of the first due unit was 8 minutes and 8 seconds.

For 90% of high risk Hazardous Materials incident responses, the effective response force (ERF) travel time was 4 minutes and 36 seconds.

For 90% of high risk Hazardous Materials incident responses, the total response time of the first due unit was 13 minutes and 40 seconds. The first due unit was capable of: establishing incident command/safety, incident size up, stabilizing the incident, determining the need for additional resources, and include a minimum of three personnel.

For 90% of high risk Hazardous Materials incident responses, the total response time of the ERF 10 minutes and 25 seconds. The ERF was capable of: maintain incident command/safety, mitigate the incident, stabilizing the incident, determining the need for additional resources, and include a minimum of 13 personnel.

Several gaps have been identified in the performance data for high risk Hazardous Materials. Alarm handling and turnout exceed the benchmarks established by the department.

Plan

The department, through analysis of the performance data, is working on reducing and eliminating the identified gaps in performance. The department meets on a monthly basis with communications administration in an effort to identify and reduce the alarm handling times. The first objective is to increase awareness of the communications staff as to what the actual performance is compared to the benchmark which is set. Another step has been to begin researching the ProQA software to find clear indicators which allow the dispatcher to initiate the dispatch, thus reducing the processing time.

The department has begun to report on a monthly basis, the turnout times by company and shift as outlined in the CFD 2018-2021 Strategic Plan goal 4. This effort has proven to be an effective way for staff to understand the performance level and the benchmark. The department has seen a decrease in the 90% time for turnout. There is also an effort with the communications center to begin to utilize a more effective pre-alert system which would alert staff that there is a call in their area prior to actually being dispatched. This effort is ongoing.

In order to reduce travel times the department is in need of additional stations. General locations for two additional stations have been identified in the SOC and the City Council has approved funding for them to be built with the FY2019 budget. The department is working on securing property in those areas as well as station design.

The Hazardous Materials Team will conduct a complete review and edit of the CFD Hazardous Materials Response Plan/Operational Guidelines to match current best practices for hazmat responses. This will be completed by the end of 2019. The department will continue to evaluate all hazmat incident responses and compare them to the benchmarks, and make changes as necessary.

References

5H.1 1 Columbia Fire Department Hazardous Materials Response Plan / Operational Guidelines

5H.1 2 Hazmat team roster

5H.1 3 CFD CRA-SOC pg. 71-72, 85-86, 92

5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

Description

The Columbia Fire Department (CFD) has a systematic approach to their hazardous materials training. All members train to the “NFPA 472-2013 First Responder Operations Level” while Hazmat team members receive a minimum of 80 hours of NFPA 472-2013 “Technician Level” training to qualify for the team. All CFD personnel train a minimum of two times per year while team members train a minimum of once per quarter. The Training Division records all training for each session to meet state and federal requirements and the records are maintained in Targetsolutions®.

Appraisal

Current procedures and guidelines for Operation and Technician level training meet all state and federal requirements and NFPA 472-2013 standards for hazmat response and mitigation. The guidelines also meet standards as defined by OSHA, 29 CFR 1910.120.

Plan

The department will continue to monitor both Operations and Technician levels and ensure they meet the criteria set forth by the department’s standard operating procedures and protocols. These procedures and protocols are reviewed and updated as needed on an annual basis.

References

CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.

Description

The Hazardous Materials Branch Leader meets with the Assistant Fire Chief of Emergency Services and Training on a quarterly basis to review the yearly plan and update any changes in training that may occur throughout the year. The yearly training calendar is posted for review at any time. The Columbia Fire Department (CFD) has added an annual appraisal for the program. The first appraisal was based upon 2017 and is a method to better document the effectiveness of the hazardous materials program and its impact on meeting our goals and objectives. The department is now using a more in depth analysis including monthly and annual reports.

Appraisal

The Columbia Fire Department (CFD) has always evaluated their Hazardous Materials program through training exercises, incident report reviewing, and the annual budget process. In 2017 the first formal documented appraisal was conducted. This appraisal has provided a more detailed look into the program, the outputs and outcomes. The appraisal identified several gaps in performance times that the department is working to reduce. The goals and objectives show other areas that are in need of attention and are being worked on by the Branch Leader and other personnel.

Plan

The CFD will continue to conduct a formal documented annual appraisal of the Hazardous Materials program and review it during the February staff meeting each year. Due to only having completed one appraisal the department is committed to continuing to improve the report and making it better over time.

References

5H.3 1 2017 Hazardous Materials annual appraisal

5H.4 The agency complies with all aspects of applicable hazardous material regulations such as, annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

Description

The Columbia Fire Department meets the requirements of OSHA 29 CFR 191.120 by hosting annual refresher training for all suppression personnel. Each month, there is an assigned training topic that is completed at the company level for all personnel. Two times annually, there are department-wide training drills or exercises that involve skill practice. This involves all department members. In addition, all Hazmat team members train every other month on shift as a group, as well as participate the department-wide trainings/exercises.

The department conducts annual medical physicals on all uniformed personnel, and has a system in place that employees can record any exposures they encounter.

Appraisal

The Columbia Fire Department is meeting its requirements by providing refresher training to the Hazmat technicians as well as all operations level personnel on an annual basis. This meets regulations and the needs of the department.

Plan

The Columbia Fire Department will re-evaluate on an annual basis the standards, guidelines, and procedures we have in place to handle hazardous material incidents.

References

5H.4 1 Columbia Fire Department Hazardous Materials Response Plan

5H.4 2 Columbia Fire Department Operational Bulletin ERP-7, Emergency recall of personnel

Category V

Criterion 5I: Aviation Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

If it determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Columbia Fire Department is not primarily responsible for any airports in its jurisdiction. There is a regional airport owned by the city, however the airport has its own Public Safety Department that provides primary ARFF protection. The Columbia Fire Department would only play a support role in the event of an incident at the airport. This participation is outlined in the FAA approved Airport Emergency Plan.

Category V

Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward a marine or shipboard fire or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services or that has identified a marine emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific marine and shipboard rescue and firefighting services program.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Columbia Fire Department does not have Marine and Shipboard Rescue and Fire Fighting within its jurisdiction. Columbia is generally land locked with only very small bodies of water in its jurisdiction. There are only a few very small waterways, none of which are navigable by motorized vessel.

Category V

Criterion 5K: Wildland Fire Services

The agency operates an adequate, effective, and efficient program directed toward a wildland fire.

This criterion report applies to agencies that have direct responsibility for operating programs that provide wildland firefighting. The agency should address this criterion if there is an identified wildland risk in the risk-assessment commensurate with Category II, and/or if there are apparatus in service which directly support wildland fire services, which may include suppression, mitigation, and educational components.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Columbia Fire Department has a very limited amount of response area where wildland fire can occur. In the event of a wildland type fire the protocol is to dispatch units and extinguish the fire. Generally, incidents of this type are contained to mulch fires or very small natural cover fires during extremely dry times. Incidents of this type are rarely larger than one acre in size.

Category VI: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.

Criterion 6A: Physical Resources Plan

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary:

The Columbia Fire Department (CFD) employs a systematic approach to the planning, development, purchase and maintenance of all physical facilities. CFD operates from nine fire stations that are strategically located to satisfy geographic and population needs and to meet standard of cover requirements. The City Capital Improvement Plan (CIP) addresses expansion and growth, including the consideration of future fire stations.

Performance Indicators:

6A.1 The development, construction, or purchase of physical resources is consistent with the agency’s goals and strategic plan.

Description

Columbia Fire Department (CFD) develops, procures and constructs physical resources consistent with CFD strategic goals, community expectations and service level objectives. CFD currently operates from nine fire stations strategically located in the city to meet service level objectives.

A one-quarter cent sales tax was first approved in 1991 to fund public safety capital improvement projects. This tax was subsequently approved by voters to be extended, with the last renewal occurring in August of 2015, and set to expire on December 31, 2025.

CFD’s Capital Improvement Plan (CIP) is reviewed annually to ensure it stays current with immediate and projected needs.

Appraisal

The current process of physical resource development, procurement and construction are effective and currently meet all service level objectives and community expectations.

Plan

CFD will continue to utilize the current process of developing, procurement and construction of physical resources. The annual self-assessment compliance process and annual review of the CFD strategic plan will guide potential changes to current practice.

References

6A.1 1 - City of Columbia FY 2017 CIP Planning Document, D1 through D24 (Pg. 197-220)

CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.

Description

The City of Columbia City Council, Columbia Fire Department (CFD) and the community are involved with the planning of fire station, training and administrative facilities.

Community involvement through interested parties (IP) meetings is also a large part of the discussion leading up to new facility construction and existing facility refurbishments. All new physical facilities require the approval of the City Manager and the City Council prior to the money being allocated.

Appraisal

The current practice of involving the community, city government and department personnel has been successful. This three pronged approach was exercised recently with renovations to our Training Academy and proved thorough and effective.

Plan

CFD will continue to utilize the involvement of our community, city government and CFD to plan for all future facilities. The annual self-assessment compliance process and annual review of the CFD strategic plan will guide potential changes to current practices.

References

6A.2 1 - City of Columbia FY 2017 CIP Planning Document, pg 5-8

Criterion 6B: Fixed Facilities

The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.

Summary:

The Columbia Fire Department (CFD) operates nine fire stations and a fire training academy. CFD utilizes a budget line item for maintenance as well as maintaining a Capital Improvement Plan (CIP) in order to remodel the existing buildings when needed and to plan for new expansion. The maintenance is performed by CFD staff, city maintenance staff or contracted companies.

Performance Indicators:

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

Description

The Columbia Fire Department (CFD) currently operates nine fire stations and one fire training academy. The CFD has three divisions; emergency service division, training division and fire marshals division. The CFD administrative offices and fire marshal division are located at Fire Station 1. CFD administrative offices consist of the fire chief, deputy chief, two assistant chiefs and three office staff personnel. CFD fire marshal division offices consist with deputy fire marshal, four assistant fire marshals and one office staff personnel.

Fire Station 1 was erected in 1997 and houses one engine company, one ladder company, one division chief and one battalion chief. Minimum staffing for this station is eight personnel. This station also has four specialty apparatus, (large foam truck, utility truck, customer service van and rescue boat) and two reserve apparatus (one reserve quint and one reserve ladder).

Fire Station 2 was erected in 1957 and was remodeled in 2007. This station houses one engine company and one ladder company, with the minimum staffing of six personnel.

Fire Station 3 was erected in 1966 and was remodeled in 2012. This station houses one engine company and one squad company, with the minimum staffing of five personnel. This station also houses a pickup truck with a CAFS skid unit.

Fire Station 4 was erected in 1970 and houses one quint company with the minimum staffing of three personnel. This station houses a reserve squad.

Fire Station 5 was erected in 1971 and houses one quint company with the minimum staffing of three personnel.

Fire

Station 6 was erected in 1973 and houses one quint company with the minimum staffing of three personnel. This station houses a reserve quint.

Fire Station 7 was erected in 2008 and houses one quint company with the minimum staffing of three personnel. This station houses Bus 76 and the parade truck, the Herc.

Fire Station 8 was erected in 2001 and houses one quint company with the minimum staffing of three personnel. This station houses a reserve quint, air truck and rescue truck.

Fire Station 9 was erected in 2009 and houses one quint company with the minimum staffing of three personnel. This station houses the Haz-Mat truck, de-con trailer and hazardous device truck.

The fire training academy was erected in 1976 and the classroom additional was added in 1985. The CFD training academy consists of two training chiefs. The training grounds has a five story drill tower with a standpipe training system and sprinkler training system.

Appraisal

Most of the facilities are meeting the needs of CFD for this performance indicator. However, due to the age of the stations and the need for Americans with Disabilities Act (ADA) compliance bathrooms, stations 4, 5 and 6 need to be remodeled. CFD has also identified the need to expand the training academy classroom space and add an additional storage building.

Plan

Through the Capital Improvement Plan (CIP) 2015, the department will be remodeling fire stations 4, 5 and 6. CFD will also be expanding the training academy classroom space and adding a two bay garage/storage building. CFD will continue to monitor the facilities for needed repairs and insure that they are will maintained.

References

6B.1 1 – City of Columbia FY 2017 CIP, Pages D-8, D-11, D-13 and D-18.

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

The Columbia Fire Department (CFD) ensures that our facilities are cleaned and well maintained. This is accomplished by following daily, weekly and semi-annual schedules, in accordance with Columbia Fire Department Operational Bulletin Station Procedures one (STP-1) and Station Procedures three (STP-3). This is overseen by the station officers, Battalion Chiefs and Division Chiefs. Station defects are reported through a Google defect doc form that is tracked and reviewed by the facility shepherd. The City of Columbia has a dedicated maintenance department that makes most of the repairs. For the other repairs, lawn mowing and snow removal we contract with outside companies. The CFD also has two part-time workers that complete very minor station repairs and general grounds upkeep.

Appraisal

Currently, the department's facility maintenance is effective with a few exceptions. The training tower and accompanying attached garage are both in need of paint and light maintenance. The department contracted with an engineering contractor to assess the tower structurally. The findings showed the structure is in good order, just needing paint and some light maintenance. With the work scheduled for 2018 at the training academy, the department has elected to wait until that work is completed before making the needed repairs and paint.

Plan

The CFD will continue its current practices in cleaning, general maintenance and reporting defects for our facilities. We will closely monitor this system and make any necessary changes to keep our facilities up to a high standard.

References

6B.2 1 Columbia Fire Department Operational Bulletin STP 1

6B.2 2 Columbia Fire Department Operational Bulletin STP 3

6B.2 3 Station Defect Form pg 2

CC 6B.3 Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

Description

All CFD facilities have had their fire alarm systems upgraded from PSTN to VOIP and all are fully sprinkled. All fire station vehicle bays have vehicle exhaust systems (Plymovent). Three of CFD's nine fire stations are scheduled to be remodeled in 2018. All new and or remodeled CFD facilities utilize architectural firm to design the project. Current adopted codes are the standard and are followed and the full plan review process is used.

CFD facilities are inspected annually by the Fire Marshal's Division to ensure compliance with the fire code.

Appraisal

This method of annual inspections and ensuring new and remodeled structures are code compliant is effective for the department, its members and the general public who visit the facilities.

Plan

CFD will maintain its current inspection program, to include CFD facilities, ensuring fire code compliance. The department will also continue to utilize the current method of constructing, maintaining and remodeling department facilities.

References

6B.3 1 FMD-9 Reviewing Construction and Zoning plans

6B.3 2 Adopted 2015 International Fire Code

Criterion 6C: Apparatus and Vehicles

Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

Summary:

The Columbia Fire Department (CFD) understands the importance of apparatus resource's role in service delivery. Apparatus are designed, purchased and maintained with that role in mind. By doing so, we are able to meet our goals and objectives.

Performance Indicators:

CC 6C.1 Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).

Description

Operations fleet: The Columbia Fire Department (CFD) operates out of nine fire stations and one training academy. Fire Station #1 houses one engine, one 95' platform, two command vehicles for the shift commanders, one utility truck, one reserve engine and one reserve ladder. Fire Station #2 houses one engine and one 95' platform. Fire Station #3 houses one quint, one heavy rescue squad and one utility truck with a compressed air foam system (CAFS) skid unit. Fire Station #4 houses one quint and one reserve heavy rescue squad. Fire Station #5 houses one quint. Fire Station #6 houses one quint and one reserve quint. Fire Station #7 houses one quint, one bus and one antique parade truck. Fire Station #8 houses one quint and one reserve quint. Fire Station #9 houses one quint. Fire training houses one reserve Snozzle.

Staff support services: The CFD uses seven utility staff vehicles and two vans. The utility vehicles are used by fire training and fire marshal staff during normal business hours to conduct inspections, investigations and other daily duties. The two vans are utilized as a customer service van and a training van. They are located at Fire Station#1 and the fire training academy.

Specialized services: The CFD has specialized apparatus located at multiple locations. Station #1 houses one utility vehicle (UTV) on a trailer, one zodiac boat and outboard motor with water rescue supplies, four mountain bikes, and one foam truck. Station #8 houses one air truck and one technical rescue truck. Station #9 houses one hazmat truck, one mass decontamination trailer, one hazardous device truck, and one containment vessel.

Administration: The Fire Marshal is assigned a utility staff vehicle.

Appraisal

The CFD apparatus, staff support services, specialized services and administration vehicles meet the current needs of the department and its customers. The department is continuously analyzing needs to see if particular apparatus would be beneficial if relocated.

Plan

The CFD will continue to evaluate the needs of the fire department and its apparatus and vehicles.

References

6C.1 1 2017 Apparatus List

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Description

The Columbia Fire Department (CFD) and the City of Columbia have a Capital Improvement Plan (CIP) for apparatus replacement. This plan is reviewed annually by both the CFD and the City of Columbia to make any necessary adjustments. The current recommendations are to replace engines and quints after ten to twelve years of front line service and then be placed into the reserve fleet. CFD ladders and heavy rescues are recommended to be replaced after twelve to fifteen years of front line service and then placed in the reserve fleet. The CFD also uses data analysis of apparatus maintenance costs to validate apparatus replacement. Support vehicles are recommended for replacement once they are ten years old and have more than 100,000 miles.

Appraisal

The current replacement schedule for CFD apparatus and staff vehicles is working effectively by keeping the cost of ongoing maintenance in check. In the current CIP, CFD is allotted approximately one piece of heavy apparatus per year, which will keep us on track to meet the replacement goals. The support vehicles are a budget dependent expense which we watch very closely and anticipate the need to replace those vehicles in a coming year's budget.

Plan

The CFD administrative staff, city administration, and the city council will continue to monitor the budget and the CIP. The CFD will continue to follow the current plan, which is subject to financial conditions and city council approval.

References

6C.2 1 CIP Cash Flow Plan 2016-2026

6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description

The Deputy Fire Chief has the responsibility of writing the apparatus specifications. The Deputy Chief requests input from the line personnel, fleet maintenance supervisor and superintendent and administrative staff while drafting the specifications. CFD also has a policy in place in which we name an apparatus shepherd. This person is assigned to the apparatus and assists with the specification, design and in service work on the vehicle once it arrives. This program creates a great deal of buy in and ownership for the crews who work on the apparatus.

Appraisal

The current process of writing apparatus specifications is effective and allows for employee input. Employee input is taken into consideration during the design and build phase.

Plan

The CFD will continue our current practice with apparatus specification writing and the apparatus shepherd program.

References

6C.3 1 Columbia Fire Department shepherds list

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary:

The Columbia MO Fire Department (CFD) has established procedures to handle maintenance and repairs of all the fire department vehicles. Currently the Assistant Fire Chief of operations manages the apparatus maintenances and schedules apparatus with the city garage (Grissum Building) when they are due for service.

We have established several levels of maintenance to ensure the apparatus is in good working order. Suppression personnel conduct daily apparatus checks and on Saturday's they conduct a more in depth weekly apparatus check. On Saturday's the crews record the mileage and hours of all apparatus and staff vehicles. This is recorded on the google drive "Saturday Mileage and Hours".

Minor repairs are performed in-house by suppression personnel which includes; adding engine oil, anti-freeze, light bulb replacement. More in depth maintenance is scheduled and handled by the Grissum Building personnel. Grissum Building personnel handle all state mandated vehicle inspections.

When the apparatus or fleet vehicles need more involved repairs the Grissum Building personnel have an outside vendors conduct the repairs. This may include body work, engine repairs or driveline issues.

The current system we have in place meets the needs of the department to ensure the apparatus and fleet maintains its reliability.

Performance Indicators:

CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

The Columbia Fire Department (CFD) makes maintenance on all CFD vehicles a priority. The maintenance shepherd position is assigned to an Assistant Chief. Each suppression vehicle and staff vehicle are assigned a shepherd who is responsible for that vehicle. The shepherd duties are defined in Columbia Fire Department Operational Bulletin APP-9. The Columbia Fire Department has Operational Bulletin APP-3 that defines the procedure for reporting vehicle defects, repairs and maintenance.

The City of Columbia maintains its own garage for city owned vehicles (Grissum Building) which completes most of the fire departments vehicle service and maintenance issues. Occasionally, the fire department vehicles may be repaired by an outside service center due to the nature of the repair or warranty work. All fire department vehicles would receive an A Service, B Service, or C Service. Grissum staff would determine the type of service based on the vehicles hours, miles, and predetermined service checklist. Annually, all of aeriels are inspected and tested by a certified outside vendor. Annually, Supthen apparatus are inspected and serviced by mechanics from Supthen Corporation through an annual service contract. All apparatus pumps are also tested annually by CFD staff.

Appraisal

This system has worked well for the department. CFD and the maintenance staff have maintained a good relationship with the Sutphen Corporation which provides support if an issue is encountered by maintenance staff that is uncommon.

Plan

The Columbia Fire Department plans to continue to be proactive with its maintenance program. By doing this, it will ensure our vehicles are safe and mechanically sound to deliver service to the citizens we serve. We will continue to make improvements and identify areas to improve in.

References

- 6D.1 1 CFD Operational Bulletin APP-9
- 6D.1 2 CFD Operational Bulletin APP-3
- 6D.1 3 Service Schedule A B C
- 6D.1 4 Engine Inventory Check Sheet
- 6D.1 5 Quint Inventory Check Sheet
- 6D.1 6 Aerial Inventory Check Sheet
- 6D.1 7 Squad Inventory Check Sheet
- 6D.1 8 Apparatus Daily Check Sheet
- 6D.1 9 Apparatus Weekly Check Sheet

6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

Description

The City of Columbia fleet services department utilizes a facility called the Grissum building, located at 1313 Lakeview Avenue. It has a total of fifteen bays to accommodate maintenance needs. The bays are sized to accommodate any size fire apparatus. Two of the bays have a large pit so the mechanics can walk under the vehicles during the maintenance process. The Grissum building has a wide variety of tools and equipment on hand to make repairs to all fire vehicles.

Appraisal

The Grissum Building fleet services facility has the adequate space to perform normal maintenance on all fire apparatus.

Plan

The fleet operations manager and fleet operations superintendent are in the process of building a new facility at the city landfill to house and work on all solid waste vehicles. This will allow for more room and possibility more bay space to further accommodate the repairs of fire apparatus. Construction of the new facility was completed in the fall of 2017.

References

6D.2 1 Map of Grissum building

6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

Description

Columbia Fire Department (CFD) fleet vehicles are serviced and maintained by the Grissum buildings fleet services staff. We use qualified outside vendors to perform service and maintenance when we exceed the capabilities of the Grissum buildings fleet services. Currently the Grissum buildings fleet services employs one fleet operations manager, one fleet operations superintendent, five fleet operations supervisors, twenty-eight mechanics and four parts supply clerks.

Appraisal

Currently, there is one mechanic at the city garage (Grissum Building) that consistently works on the CFD fleet.

Plan

The CFD staff will monitor the city's garage (Grissum building) fleet service staffing. CFD have recommended that the city garage assign additional mechanics to work of the CFD fleet.

References

- 6D.3 1 City of Columbia Job Description – Fleet Operations Manager
- 6D.3 2 City of Columbia Job Description – Fleet Operations Superintendent
- 6D.3 3 City of Columbia Job Description – Vehicle Maintenance Supervisor
- 6D.3 4 City of Columbia Job Description – Vehicle Mechanic
- 6D.3 5 City of Columbia Job Description – Stores Clerk

6D.4 The level of supervision is adequate to manage the program.

Description

The fleet maintenance program is managed by the Assistant Fire Chief of Operations under the supervision of the Deputy Fire Chief. All fire department fleet vehicles are directly maintained by the city garage (Grissum Building). The city garage is part of the Public Works Department and is managed by the Fleet Operations Superintendent. The Superintendent has a Fleet Operations Manager which oversees the entire fleet shop and each shift has at least one Fleet Operations Supervisor, whom directly oversees the mechanics.

Appraisal

The current staff is adequate to oversee, supervise and manage the apparatus maintenance program. The apparatus are being tested, repaired and inspected in a timely manner within the manufacturer's recommendations.

Plan

The department's ability to manage the apparatus maintenance program will be reviewed annually to ensure the apparatus/equipment are being serviced, repaired, inspected according to manufacturer's recommendations. Currently there are no plans to change the level of supervision.

References

6D.4 1 City of Columbia Job Description – Fleet Operations Manager

6D.4 2 City of Columbia Job Description – Fleet Operations Superintendent

6D.4 3 City of Columbia Job Description – Vehicle Maintenance Supervisor

6D.4 4 Grissum Emergency Vehicle Technician Certification

6D.5 The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.

Description

The Columbia Fire Department (CFD) has one reserve engine, two reserve quints, one reserve ladder and one reserve rescue squad in its fleet. If a CFD unit is taken out of service we are able to replace it with one of our reserves.

Appraisal

The Columbia Fire Department (CFD) currently has an adequate number of reserve apparatus. We are able to replace most of our front line apparatus with the same type of apparatus from our reserve fleet. In the past several years the department has not experienced a shortage of available reserve apparatus to meet the department's needs. In the event our main rescue squad and reserve squad are out of service we would rely on mutual aid to help cover any rescue emergencies.

Plan

Currently, we do not have any plans to add or change the number of reserve apparatus we maintain. However, if we add additional fire companies, we will evaluate the needs of expanding our reserve fleet.

References

6D.5 1 Operational Bulletin APP-1

6D.5 2 Apparatus Locations and Information

CC 6D.6 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.

Description

The Columbia MO Fire Department (CFD) has systems in place to ensure for the daily inspections, weekly inspections, routine maintenance, emergency repair and replacement of the departments fleet. The process is based on our procedures and operational bulletins.

Shift personnel conducts daily and weekly truck checks

Grissum Personnel (City Shop) conducts routine maintenance per manufacturer recommendations

Annual aerial testing by outside vendor

Annual apparatus service/maintenance by Sutphen mechanics

Annual pump testing by in-house personnel

Repairs by outside vendors

Appraisal

The current process we use for maintenance, service and testing of the department’s fleet works well. The process meets and maintains the service level required. The Assistant Fire Chief of Operations oversees the process, evaluating and making adjustments as needed to ensure the fleet is fully functional.

Plan

In 2018, the Assistant Fire Chief of Operations will evaluate all aspects of the maintenance program and make adjustments that could enhance the program.

References

6D.6 1 Pump testing 2017 Engine 1

6D.6 2 Aerial testing list

6D.6 3 Aerial test P.O.

6D.6 4 Operational Bulletin APP-3

6D.6 5 Operational Bulletin APP-9

Criterion 6E: Tools and Small Equipment

Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

Summary:

The Columbia Fire Department (CFD) has set specific inventory levels for tools and small equipment on the apparatus to meet CFD goals and objectives. These levels are designed to meet foreseeable needs for the wide variety of calls that can be expected during incidents. CFD members check assigned equipment and tools on a daily basis.

Missing and/or damaged equipment is reported through the chain-of-command via email and entered on Missing/Damaged Equipment forms where they are monitored by the respective shepherd. The shift commanders can authorize the emergency purchase of goods or services, as necessary, to safely mitigate an emergency.

Performance Indicators:

6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

Description

The Columbia Fire Department (CFD) has specific inventory levels for tools and small equipment on all fire apparatus and specialty units (Hazardous Materials Truck, Foam Truck, Foam 3). These levels are designed to meet the needs for the wide variety of calls that can be expected on a daily basis. The personnel assigned to each apparatus are responsible for ensuring all equipment is accounted for and functional on a daily basis. Weekly Saturday checks are also accomplished during detailed mechanical inspections. Equipment for all front-line fire apparatus include portable radios and communications equipment, cell phones, map books, reference and resource manuals, personal accountability equipment, medical supplies and equipment, self-contained breathing apparatus (SCBA), rescue equipment, hose and hose appliances, assorted hand tools, ladders, and any additional equipment listed in the inventory lists.

Appraisal

The distribution of tools and small equipment is sufficient and meets the needs and requirements of CFD. Tools and small equipment are checked on a daily basis by front-line personnel as well as weekly and monthly by the respective tool and equipment shepherds. CFD is working on having the same inventory of tools on all reserve apparatus.

Plan

CFD will continue to maintain an adequate supply of tools and equipment in inventory based on the current needs. A yearly review of inventory forms and missing/damaged equipment reports will guide any potential changes in current practices.

References

6E.1 1 Daily Apparatus Check Form

6E.1 2 Weekly Apparatus Check Form

6E.1 3 Apparatus Daily Inventory Checklist - Engine - Quint - Ladder - Squad
Engine Inventory Check Sheet

6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency's needs.

Description

The Columbia Fire Department (CFD) budgets for annual replacement of approximately 20% of our bunker gear. The budget also allows for equipment purchases. We stock equipment that is used on a day-to-day basis which increases the potential of needing frequent replacement. Other safety equipment is replaced on an as-needed basis. Although it is ultimately the responsibility of each shift commander to insure their personnel have sufficient safety equipment, all personnel are required to report and replace safety equipment as needed.

Appraisal

The Columbia Fire Department's current procedure for tool and equipment replacement is adequate to meet our needs. Supplies and equipment have not reached low levels in the past but there are procedures in place to transfer funds from one account to another in case we are under budget.

Plan

The current process of budgeting for the replacement of safety equipment will continue, as it has proven to be adequate. We will continue to monitor the needs and requests for replaced equipment through our daily checks, damaged/missing equipment forms, and information from the respective tool shepherds.

References

6E.2 1 City of Columbia FY-2018 Adopted Budget pgs 339 - 344

CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description

The Columbia Fire Department (CFD) maintains all safety equipment to the manufacturer's recommendations and standards. All maintenance is conducted by qualified CFD personnel. CFD has certified personnel to maintain the SCBA and components, Hazardous Materials suit testing, combustible gas monitoring equipment calibration, and truck pump testing. If repairs and maintenance are needed on other equipment that is beyond our scope of expertise, it is completed by a qualified manufacturer's representative. Records of all testing and inspections are kept on file.

Appraisal

Specific requirements are in place to ensure that only qualified CFD personnel repair and maintain the above mentioned equipment. Up to date certifications are reviewed on an annual basis for the specific tool or task.

Plan

The Columbia Fire Department (CFD) plans to continue to maintain equipment and make repairs as needed with qualified personnel. We will have qualified manufacturer's representatives make repairs to equipment that is beyond our scope of practice.

References

- 6E.3 1 SCBA Compressor Air Tests
- 6E.3 2 Scott SCBA Flow Test Certificates
- 6E.3 3 Scott SCBA Technician Certificates
- 6E.3 4 CFD Operational Bulleting Air-1 SCBA

6E.4 An inventory control and maintenance tracking system is in place and current.

Description

The Columbia Fire Department currently tracks and maintains equipment on a timed basis. Inventory is tracked and maintained based on the type, use and manufacturer’s recommendations for the equipment.

Assigned personnel handle the checking, tracking and maintenance of the equipment. This is done on a daily, weekly, monthly or annual basis. It is accomplished in either paper or electronic form.

Shepherds are assigned to all varieties of inventory. These include, but not limited to: apparatus, ventilation fans, saws, hose, hose appliances, ropes, water rescue equipment, breathing air compressors and SCBAs. As maintenance or repair is needed, the defect is reported to the shepherd. This is done in the form of an email. It includes the personnel affected by the defect. The shepherd is responsible for assuring the inventory is repaired or replaced. Upon the equipment returning to service, a second email is sent, stating the repairs that were made.

Appraisal

The current inventory and maintenance control accomplishes everything needed for the department. Equipment being checked daily is recorded on a spreadsheet during the month. It is retained for a period of time, no less than 1 year. Equipment being checked on a weekly or monthly basis is recorded electronically. It is saved and tracked by a member in charge of the specific equipment for the department. These members are referred to as “shepherds” for the type of equipment. They retain this information for a period of time, no less than 1 year.

Plan

The Columbia Fire Department will continue to use the current inventory and maintenance system. While continuing down this path, we are attempting to streamline the electronic

tracking. Various electronic tracking forms are in the course of development and testing to eliminate the paper tracking. This will make record retention easier and more accessible.

The electronic forms currently in development or testing are apparatus daily inventory checklists, and weekly assigned SCBA inventory checklist. The Columbia Fire Department is consistently looking for better, more advanced ways of tracking and record retention.

References

6E.4 1 Daily Apparatus Check Form

6E.4 2 Weekly Apparatus Check Form

6E.4 3 Apparatus Daily Inventory Checklist - Engine - Quint - Ladder - Squad

6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

Description

The Columbia Fire Department (CFD) maintains minimum equipment requirements for front-line fire apparatus as well as fire stations. Fire apparatus inventory lists are checked daily and minimum fire station supply lists are reviewed monthly. CFD Operational Bulletins are in place to ensure each functional area has the supplies and materials to meet their operational needs. Allocation of materials and supplies is based on ensuring minimum equipment and supply levels are met or exceeded.

Appraisal

The Columbia Fire Department's (CFD) supply and material allocation methods are sufficient and meet the needs of the department. CFD is a Public Protection Class II Fire Department on the Insurance Services Office (ISO) Fire Suppression Rating Schedule. A significant component of this classification rating process is an examination of department equipment and supplies. Replacement of large expense items for apparatus equipment and supply needs are coordinated by two Chief Training Officers. Company officers, and those who are required to make purchases, are issued "procurement" cards allowing them to purchase less expensive supplies and materials as needed.

Plan

The Columbia Fire Department (CFD) will continue the current process of ensuring personnel have, maintain, and track the supplies and materials necessary to meet their operational needs. Annually, the Assistant Chief of Operations and the Assistant Chief of the Fire Marshal's Division will solicit requests from all department personnel for items to be added to improve the supply and equipment cache.

References

6E.5 1 Columbia Fire Department Operational Bulletin GEN-13 Ordering & Shipping of Supplies

6E.5 2 Columbia Fire Department Operational Bulletin GEN-10 Procurement Cards

6E.5 3 Columbia Fire Department Operational Bulletin STP-2 Station Supplies

6E.5 4 Columbia Fire Department Operational Bulletin APP-3 Apparatus Maintenance and Procedures for Reporting Defects

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).

Summary:

The Columbia Fire Department (CFD) safety equipment meets applicable NFPA standards. Each member is issued personal protective equipment (PPE) during recruit school via the Training Academy staff. It is inspected annually and replaced every five years or on an as-needed basis. CFD budgets for the replacement of equipment and only trained CFD personnel or qualified third party approved manufacturers complete any repairs to it. Self-contained breathing apparatus (SCBA) and all other related safety equipment follow the same criteria and guidelines as the PPE, it meets all applicable NFPA standards.

Performance Indicators:

CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.

Description

The Columbia Fire Department (CFD) Training staff distribute personal protective equipment (PPE) to all “new” members during Basic Recruit School (BRS). CFD PPE meets NFPA 1971 – Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting. Self-Contained Breathing Apparatus (SCBA) are assigned to each front line and reserve apparatus on the department and meet NFPA 1981 – Standard on Open-Circuit SCBA for Emergency Services. SCBA face-pieces are issued to each member during BRS, following fit testing. Reflective safety vests are available on all apparatus and follow the ANSI/ISEA 107-2015 Class II guidelines. Water Safety (Mustang) suits are assigned to each front line apparatus and meet all applicable standards set forth by NFPA 1952 – Standard on Surface Water Operations Protective Clothing and Equipment. Hazardous Materials suits are assigned to the Hazardous Materials apparatus and meet NFPA 1991 – Standard on Vapor Protective Ensembles for Hazardous Materials emergencies. CFD members are responsible for the condition of all safety equipment and check them at the beginning of the daily shift.

A good example of improvement in this area in the past year was the move to a new carcinogen blocking hood. The department researched and evaluated options for new blocking hoods and found the Innotex® hood to best fit the needs. New hoods were issued to all personnel.

Appraisal

The current method of distributing safety equipment to personnel directly or to specific apparatus meets the needs of the department and its operations. The department is continually evaluating new equipment and requirements to provide the greatest level of safety equipment to our personnel.

Plan

CFD will continue to budget for the maintenance and issuance of all personal safety equipment as well as keep a current inventory list of equipment. CFD will annually evaluate all safety equipment to maintain and to meet or exceed all current standards and safety guidelines.

References

6F.1 1 Columbia Fire Department Operational Bulletin: AIR-2 Resp. Prot. Program

6F.1 2 Columbia Fire Department Operational Bulletin: EQP-4 Protective Equipment

6F.1 3 Columbia Fire Department Haz-mat Truck equipment inventory

6F.2 Distributed safety equipment is sufficient for the functions performed.

Description

The Columbia Fire Department (CFD) provides all members with safety equipment to meet the organizational needs and objectives of the department. Each employee is responsible for assuring their issued safety equipment is appropriately used for its intended purposes and for requesting repair or replacement when needed. The Training Academy staff, the Hazardous Materials Branch Leader, the SCBA Air Team Leader, and the Technical Rescue Branch Leader all work together to ensure the safety equipment issued is sufficient for the intended functions to be performed.

Appraisal

CFD distributes safety equipment to all members to meet organizational goals and objectives. Reserve equipment is inventoried on an annual basis or when needed and is available at the Training Academy, Station 8 (Air/SCBA, Technical Rescue), Station 9 (Hazardous Materials), or Station 1 (Miscellaneous equipment). Reserve equipment is sufficient to meet the needs of the department.

Plan

CFD will continue to budget for the purchase and replacement of safety equipment. CFD will issue equipment as needed and will monitor the changes to any potential safety standards which could change current practices. Industry best practices and safety standards will guide potential changes to current practices.

References

6F.2 1 Columbia Fire Department Operational Bulletin: EQP-4 Protective Equipment

6F.2 2 Columbia Fire Department equipment database

6F.3 Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.

Description

Replacement of Columbia Fire Department (CFD) equipment is scheduled and budgeted annually. Finances come from the operating budget and depending on the type of equipment to be purchased. Currently, CFD purchases bunker gear from within the annual budget. The department plans to replace approximately 20% of the gear each year and allow personnel to keep their second set of gear as a backup set for times when their primary set is being cleaned. This plan will allow for each uniformed member of the department to have two sets of gear. Other safety equipment is set up on a similar type of rotation or replaced when needed and are maintained by the shepherd of that particular equipment.

Appraisal

The current replacement plan is meeting CFD's needs. The Safety Equipment Shepherds have each maintained records of their equipment and met all required NFPA and ISO guidelines for their respective equipment. Currently approximately 40% of uniformed members have two complete sets of bunker gear.

Plan

CFD will continue to implement the replacement plans. Equipment that is found to be in need of immediate replacement will be done.

References

- 6F.3 1 City of Columbia FY 2018 Adopted Budget pgs 339 - 344
- 6F.3 2 Columbia Fire Department equipment/inventory checklists
- 6F.3 3 Columbia Fire Department equipment database

6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

Description

The Columbia Fire Department (CFD) requires all safety equipment to be inspected and repaired by certified individuals or returned to the appropriate vendor or manufacturer for repairs. Self-Contained Breathing Apparatus (SCBA) equipment is inspected, maintained, and tested by personnel that have been trained and tested by the SCBA manufacturer to become certified in SCBA repair. Personal Protective Equipment (PPE) cleaning is currently performed in-house with use of a commercial extractor and IAW manufacturer recommendations. PPE inspections are conducted in-house, at least annually, by personnel who have been trained and certified by the PPE manufacturer. PPE repairs are performed by a third-party individual who has been trained and certified by the PPE manufacturer.

Appraisal

Utilizing qualified CFD personnel and third-party vendors allows the CFD to adequately maintain, inspect, and repair safety equipment. The CFD provides an adequate maintenance program for safety equipment. Records are maintained in various databases including FitTrack ® to document maintenance and repairs to various safety equipment.

Plan

Currently, the CFD utilizes a couple of formats to document the maintenance, repair, inspection, and testing. The goal by the end of 2018 is to consolidate all safety equipment databases into TargetSolutions ®.

References

- 6F.4 1 Columbia Fire Department Operational Bulletin EQP-4, Protective Equipment
- 6F.4 2 Columbia Fire Department Operation Bulletin EQP-7, Procedures for Reporting
- 6F.4 3 Scott SCBA Technician Certificates
- 6F.4 4 SCBA Flow Test Certificates – 2016

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

Description

Depending on the type of safety equipment, Columbia Fire Department (CFD) personnel track it in different ways. Self-Contained Breathing Apparatus (SCBA) inventory is kept in an on-line Google Sheet which details hydro-testing, flow test certificates, cylinder requirement dates, and personal mask testing. Personal Protective Equipment (PPE) bunker gear is inspected twice annually, once by the Training staff and the other by the individual with all information kept at the Training Academy.

Appraisal

CFD has a sufficient tracking system in place to verify inventory quantities and any needed repairs. SCBA equipment meets all NFPA and ISO requirements for testing and the information can be located on a Google spreadsheet. The CFD SCBA “Air Team” monitors and updates all maintenance repairs on the same spreadsheet and can be viewed anytime. Currently, the PPE information is kept in a three-ring binder at the Training Academy and the Training staff has access to it.

Plan

CFD will continue to maintain the safety equipment inventory and maintenance issues on a Google spreadsheet. We are currently in the process of reevaluating our SCBA equipment with a new vendor and when we make the final decision, plan on switching to a better electronic format for our inventory and maintenance records.

References

6F.5 1 Columbia Fire Department Operational Bulletin EQP-4, Protective Equipment

6F.5 2 Columbia Fire Department Operational Bulletin EQP-7, Procedures for reporting lost-damaged-inoperative tools and equipment

6F.5 3 Columbia Fire Department Operational Bulletin AIR-1 SCBA, (Self-contained breathing apparatus) and air bottles

6F.5 4 Columbia Fire Department Operational Bulletin AIR-2, Respiratory Protection Program

6F.5 5 Columbia Fire Department operational Bulletin AIR-4, Fit Testing of SCBA/PAPR Face Pieces and Half-Mask Respirators

6F.5 6 Columbia Fire Department PPE Inventory

6F.5 7 Columbia Fire Department PPE equipment inventory and maintenance records

Category VII: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary:

The City of Columbia provides and maintains a system of human resources administration that is headed by a human resources director who is appointed by the city manager. The City's human resources department has as its goals to coordinate and direct:

- Administration of a centralized human resources system
- Recruitment
- Classification and compensation analysis
- Training for City employees
- Performance evaluation administration
- Investigation of equal employee opportunity (EEO) complaints
- City benefits
- Personnel records retention
- Employee Health

There are administrative policies and practices for human resources administration for the City and for the Columbia Fire Department and are based on current laws or City policies that are designed to protect and guide employees, managers, and all departments. Additionally, policies, procedures and practices address areas such as; Health Information Portability and Accountability Act (HIPPA), Family and Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Equal Employment Opportunity (EEO), Age Discrimination in Employment Act (ADEA), Americans with Disabilities Act (ADA), Fair Labor and Standards Act (FLSA), and all other federal, state and regional laws as appropriate. The policies that generally address wages, benefits, hours, and working conditions are contained in Chapter 19 of the City Code of Ordinances.

The City's employment objectives include hiring qualified employees using valid legal and competitive selection processes. The City follows all requirements of Title VII of the

Civil Rights Act, adheres to the equal employment opportunity policy and other federal and state laws. Employment information can be found in the City's human resources department and from both the City and department websites.

Performance Indicators:

CC 7A.1 A human resources manager is designated.

Description

The City of Columbia provides and maintains a system of personnel administration that is headed by a Human Resources (HR) Director. The HR Director administers the human resources program established by City ordinance. The HR Director specifically administers all provisions of the City of Columbia ordinances.

Appraisal

The City's HR Department provides effective programs and services, such as: recruitment and selection; benefits administration; employee and labor relations; compensation and classification studies; and citywide training. The Columbia Fire Department works jointly with HR to coordinate personnel management.

Plan

CFD will continue to coordinate personnel management responsibilities with assistance from the City's HR Department.

References

7A.1 1 - HR Director Job Description

7A.1 2 - Chapter 19 of the City Code of Ordinances: Personnel Policies, Procedures, Rules and Regulations.

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The City of Columbia Human Resources (HR) Department has as its goal to coordinate and direct the administration of a centralized human resources system; recruitment, classification and compensation analysis, provision of training to employees, performance evaluations; investigation of equal employment opportunity (EEO) complaints, City benefits coordination and personnel records retention for all City departments. To accomplish this goal the HR Department employs 11 full time equivalent (FTE) positions.

Appraisal

The Columbia Fire Department (CFD) receives necessary support from the HR Department at all levels in the organization and are satisfied with the accuracy, quality, and timeliness of the services provided.

Plan

All City departments, HR included, review their goals and services provided as part of the annual budget review process. The City Manager, Finance Department and City Council review these budget submittals. CFD will continue to evaluate the services received from the HR Department and work with the HR Director to recommend changes to programs to improve overall service levels.

References

- 7A.2 1 - HR org chart
- 7A.2 2 – HR Assistant Director job description
- 7A.2 3 – HR Manager job description
- 7A.2 4 – HR Training Coordinator job description
- 7A.2 5 – HR Wellness Educator job description
- 7A.2 6 – HR Resources Specialist job description
- 7A.2 7 – HR Coordinator job description
- 7A.2 8 – HR Analyst job description
- 7A.2 9 – HR Lead Technician job description
- 7A.2 10 – HR Technician job description

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.

Description

There are administrative policies and practices for personnel administration for the City and for the Columbia Fire Department (CFD). The administrative policies, procedures, and practices regulate all aspects of personnel administration. These policies and procedures are based on current laws or City policies that are designed to protect and guide employees, the City, and all departments. Essentially, policies, procedures and practices address areas such as: Health Information Portability and Accountability Act (HIPAA), Family and Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Equal Employment Opportunity (EEO), Age Discrimination in Employment Act (ADEA), Americans with Disabilities Act (ADA), Fair Labor and Standards Act (FLSA), and all other federal, state and regional laws as appropriate. The policies also address wages, benefits, hours, and working conditions. The City of Columbia HR Department reviews and updates the necessary policies annually.

Appraisal

The City and department policies and procedures are current and adequate for managing Fire Department personnel issues. Human Resources (HR) personnel continually advise department directors of changes in laws or policies as they may affect the department by altering department policy.

Plan

The City of Columbia HR Department develops new policies and updates existing policies to remain compliant with applicable federal, state, and local laws and ordinances. Fire department personnel work to ensure that departmental policies are in line with City policies.

References

7A.3 1 - Chapter 19 of the City Code of Ordinances: Personnel Policies, Procedures, Rules and Regulations

Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

Summary:

The City of Columbia Chapter 19 governs the identification of need and announcement of entry-level positions for all City department and promotional announcements for the Columbia Fire Department. Current City practices allow for internal recruitment for department promotional opportunities. The City of Columbia Human Resources Department conducts an active recruiting program with the assistance of Columbia Fire Department personnel, the department's goal being to ensure that competent candidates are selected.

The City of Columbia is committed to providing equal employment opportunities and a harassment free work environment. The City's policies comply with all local, state and federal equal opportunity and discrimination statutes, laws and rules.

Performance Indicators:

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

Description

The City of Columbia Human Resources (HR) rules govern the identification of need and announcement of entry-level positions for all City Department and promotional announcements for the Columbia Fire Department (CFD). The number of positions within each department is reviewed and approved through the annual budget process. When the department is ready to begin a hiring process or scheduled to make a promotional roster, the request is posted using the PeopleAdmin software system. This system is the electronic personnel management system for the city. Posting of public notices of vacancies for City positions are for a minimum of ten days. In addition, information on position vacancies is issued by methods that will best assure reaching qualified prospective applicants (i.e., local newspaper notices). Recruitment announcements are made available through the City of Columbia, television, newspaper, radio, and both the CFD and City of Columbia websites.

CFD uses a hiring roster that is developed every two years. In this process each candidate is required to pass a written exam and a physical agility test. Each test is proctored by department personnel and HR personnel.

Current City practices allow for internal recruitment for department promotional opportunities. Internal promotional processes occur annually for each of the represented ranks. Each process posting is generally posted for thirty days but not less than twenty one days and made available to all department members by means of the department's email system and by hard copy which is delivered to all stations.

Appraisal

CFD has successfully hired recruits to fill the prescribed number of positions as Firefighters. The department also has a successful Chief Officer, Captain, Lieutenant and

Fire Engineer promotional process. The promotional process for Captain, Lieutenant and Fire Engineer is outlined in CFD Operational Bulletin PER-10A.

Plan

The City HR Department will continue to coordinate all CFD entry-level recruitment processes as well as all promotional programs.

References

7B.1 1 – Chapter 19 of the City Code of Ordinances: Personnel Policies and Procedures (Sec 19-162 – 164)

7B.1 2 CFD Operational Bulletin PER-10A

7B.2 The agency administration and its members are part of the recruiting process.

Description

Recruitment and selection of employees is a complex, shared responsibility. The City of Columbia Human Resources (HR) Department conducts an active recruiting program with the assistance of Columbia Fire Department (CFD) personnel. The department's goal is to ensure that competent candidates are selected for positions by working with HR staff to seek and select qualified applicants. During the actual selection process, department personnel are active participants through the screening of applicants, acting as test proctors during written examinations and physical agility tests. Once we complete the hiring eligibility roster we ask department personnel to submit letters of recommendation for candidates whom should be considered for a Chief's interview. This interview is the last step in the hiring process. Using the recommendations we develop a list of candidates to interview. Generally the Chief's interview process is made up of; the Fire Chief, Deputy Fire Chief, Assistant Chief of Emergency Services, Assistant Chief/Fire Marshal and a Division Chief of Emergency Services. Recruitment information is available on the City of Columbia website and CFD website.

Appraisal

The HR Department and CFD personnel have been successful in recruiting and hiring the qualified individuals as needed.

Plan

CFD will continue to work with HR in the recruitment and selection process. Reviewing the recruitment process will continue, with emphasis on increasing even further the applicant base. CFD plans to expand recruitment efforts by working to improve the diversity of applicants from groups that are currently under-represented in the work force.

References

7B.2 1 – Chapter 19 of the City Code of Ordinances: Personnel Policies and Procedures (Sec 19-179)

7B.2 2 Firefighter job posting

7B.2 3 Operational Bulletin PER-10A

CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description

The City of Columbia and the Columbia Fire Department (CFD) are committed to providing equal employment opportunities and a harassment free work environment for all candidates. City of Columbia Code of Ordinances Chapter 19 specifically prohibits unlawful employment practices. The City of Columbia’s policies comply with all local, state and federal equal opportunity and discrimination statutes, laws and rules. The City of Columbia HR Department uses an electronic application management program to fill all positions. (PeopleAdmin)

Appraisal

It is the policy of the City of Columbia that every individual have an equal opportunity to participate in the employment process and that any discriminatory barriers in employment be removed. This policy has served the fire department well; there have been no complaints filed with the process that is currently used.

Plan

The City of Columbia will continue to comply with all local, state and federal equal opportunity and discrimination statutes, laws and rules.

References

7B.3 1 – Chapter 19 of the City Code of Ordinances: Personnel Policies and Procedures (Sec 19-179)

7B.4 The agency’s workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

The City of Columbia’s workforce composition is reflective of the service area demographics. Below is a table based on the most current data available from the Human Resources department and the American Community Survey

Identifier	Missouri (2015)	Columbia (2015)	Columbia Workforce (2017)	CFD (2017)
Caucasian	82.60%	78.70%	88.06%	93.01%
Black	11.50%	10.00%	9.64%	4.20%
Asian	1.80%	5.60%	0.50%	0.00%
Hispanic	3.90%	3.70%	1.51%	1.40%
American Indian	0.40%	0.90%	0.29%	1.40%
Other	0.00%	1.00%	0.00%	0.00%

Appraisal

The Columbia Fire Department (CFD) has worked toward equalizing work force demographics. In the past the department has attended career fairs sponsored by diversity advocacy groups, to answer questions and providing assistance in job applications and resume creation. This method was effective in gaining additional applicants.

Plan

Moving forward CFD will continue to monitor our workforce make up. Given that our application period is only open once every two years, we plan to seek the assistance of the City of Columbia Strategic plan Economy Committee. This committee was established as part of 2016-2019 Strategic plan. The purpose of the committee is to create more living wage jobs.

References

7B.4 1 City of Columbia 2016-2019 Strategic Plan pg. 10

7B.4 2 Equalizers Meeting Minutes, January 2017

7B.5 A new member orientation program is in place.

Description

The City of Columbia Human Resources (HR) Department conducts an extended orientation program for all newly hired firefighters during the first or second day of basic recruit school. The presentation encompasses citywide policies and rules plus a review of City paid and voluntary benefits offered to all employees. This orientation includes many other topics important to the services the city provides including; Customer Service training, diversity training. After completing the City of Columbia city wide orientation each fire department employee completes an eleven week, basic recruit academy. This academy is facilitated by CFD training staff.

Appraisal

New member orientation programs presented by HR and/or CFD are adequate and meet the needs of both the City and the employee.

Plan

Current new member orientation programs are adequate. We do continually evaluate the need to add information or remove information as city, state and national requirements change.

References

- 7B.5 1 City of Columbia New Employee Orientation
- 7B.5 2 2017-1 BRS schedule

CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.

Description

The City of Columbia Human Resources (HR) Department administers all policies on probationary/qualifying periods. It is an integral part of the selection and screening process and is utilized by a supervisor as an opportunity to observe the employee's work performance, to train and aid in adjustment to the new position. An employee may fail probation/qualifying when work performance fails to meet minimum required standards. Further, there are two distinctly different types of probationary periods utilized throughout the City: Probation to the City and a qualifying period for the classification or position upon promotion. Probation to the City is a period of eighteen calendar months. Probationary employees may resign or be terminated without cause at any time during the probationary period. Qualifying for the classification is a period of twelve calendar months following promotion during which an employee is required to demonstrate, by actual performance of the duties, fitness for the classification in which the employee has been appointed. During the probationary or qualifying periods the employees are evaluated using a standard evaluation form every six months. This provides direct feedback throughout the process.

Appraisal

The current probation and qualifying periods which are used by the department have provided a sufficient amount time for evaluating individual performance and allowing time for correction in under performance.

Plan

The City of Columbia HR Department last updated the performance appraisal process during FY 2016. CFD will continue to work with HR to improve the performance evaluation system by providing feedback. CFD also conducts annual evaluation training

for all department personnel. This is to assist our employees with completing evaluations in the most effective and accurate manner.

References

7B.6 1 2017 Non-Supervisory Probation-Qualifying performance review

7B.7 The agency has an employee/member recognition program.

Description

The Columbia Fire Department (CFD) has an award and commendation program in place that is detailed in operational bulletin PER-2. The purpose of the program is to recognize and honor an outstanding individual who has demonstrated exceptional acts of merit, courage, heroism, and/or unselfishness in the performance of his/her duty. As part of PER-2 there are nine categories of awards available: 1) Medal of Valor 2) Medal of Honor 3) Gold Badge Award 4) Phoenix Medal 5) Unit Citation 6) Award of Merit 7) Meritorious Service Citation 8) Community Service Award 9) Memo/Letter/Certificate of Commendation. Nomination procedures are also established in PER-2. All awards are open year round, and any supervisor can submit a recommendation.

City of Columbia Employee Recognition Programs includes a department level incentive program. This program allows departments to reward their employees for high performance that is above and beyond what is expected. There is also a major cost savings incentive program. This program is for those employees who submit ideas which are cost saving to the city as a whole.

Appraisal

The award programs within the Department and Citywide are worthwhile for recognizing and awarding employees for their actions, initiative and effort in providing service to the community. All department employees are eligible for most of the available awards.

Plan

CFD will continue the award and commendation program.

References

7B.7 1 Chapter 19 of the City Code of Ordinances: (Sec 19-88)

7B.7 2 CFD Operational Bulletin PER-2

7B.8 The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

Description

The Columbia Fire Department (CFD) has historically attracted and retained qualified personnel within their work force. The department is a professional organization that is supported by a well-designed training program, adequate infrastructure, and the most technologically advanced equipment available. The City of Columbia maintains a generous benefits package for employees that include: Health, dental and life, and additional voluntary life insurance, long term disability, accidental death and dismemberment, long term care, employee assistance program, and flexible spending account for health and dependent care. The City offers, a fire fighters pension plan, deferred compensation, and cafeteria plan, discounted memberships that can be payroll deducted at local area gyms, vacation, sick and holiday leaves.

Appraisal

Working conditions at CFD are successful in attracting and retaining qualified personnel. In the past five years the department has experienced very low turnover. As indicated in the chart below.

Year	Reason for departure			Average Length of Service		
	Retired	Resigned	Medical	Retired	Resigned	Medical
2017	3	2	0	21.70	2.78	0.00
2016	9	3	0	22.78	6.33	0.00
2015	4	3	1	23.75	7.33	17.00
2014	6	2	1	23.67	1.50	13.00
2013	6	0	1	25.33	0.00	13.00

Plan

The City of Columbia and CFD will continue to maintain working conditions that attract qualified personnel. Compensation will continue to be reviewed and adjusted based on the Classification and Compensation plan that has been approved by City council.

References

7B.8 1 Chapter 19 of the City Code of Ordinances: Pay Plan (Sec. 19-84 - 88)

7B.8 2 City of Columbia Human Resources Department website page; Benefits

7B.9 The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

Description

The City of Columbia Human Resources Department conducts exit interviews by mail and upon request. Columbia Fire Department (CFD) attempts to interview separating employees in order to obtain feedback about the department.

The City of Columbia Human Resources Department also administers bi-annual employee engagement surveys. In the fall of 2018 the next survey is being conducted.

Appraisal

CFD exit interviews are voluntary and when completed are conducted by the Fire Chief when the employee is willing.

Plan

CFD will continue to conduct exit interviews on a voluntary basis.

References

7B.9 1 Exit Questionnaire

7B.9 2 Monthly OB Review Activity

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description

The City of Columbia has conducted a work force engagement survey on an semi-annual basis. This provides the city with how employees feel the workplace is and identifies what employees feel are issues for engagement. Prior to 2017, the agency utilized University of Missouri, business program which has now discontinued the service. A committee was established as part of the city's strategic plan to develop a new tool. It is currently set to be operational in late 2018.

The fire department also conducts several informal workforce assessments internally. These are in the form of a semiannual "Meet the Chief" session where employees can ask questions as well as get answers to the questions of others, directly from the Fire Chief. The department also maintains a good working relationship with the labor group. Through this relationship, the Fire Chief and Local President meet a minimum of monthly, at which time employee concerns can and are discussed.

Appraisal

The department has had successful results utilizing the "Meet the Chief" sessions, open door policy and the Labor/Management relationship in assessing the workforce needs and challenges.

Plan

The CFD will continue to assess the department and utilize the new employee engagement survey when it becomes available.

References

7B.10 1 2018-2021 CFD Strategic Plan pg. 30-33

7B.10 2 2015 City of Columbia Employee Engagement Survey

7B.10 3 2015 City of Columbia Employee Engagement Survey Results Report

Criterion 7C: Personnel Policies and Procedures

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

Summary:

The City of Columbia and the Columbia Fire Department (CFD) have current written personnel policies that are communicated to all personnel. The policies include harassment, conflict of interest as well as disciplinary and grievance procedures.

Performance Indicators:

CC 7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.

Description

The City of Columbia and the Columbia Fire Department (CFD) policies and operational bulletins (OB) are current, written and communicated to all personnel. These manuals are available electronically and a hard copy is located at each fire station. The OB's are reviewed at a rate of two per month. The review is done by all uniformed personnel. If a new or updated policy comes out, the department posts that policy for a period of no less than 30 days for all personnel to review, per the 2017 Labor Union Collective Bargaining Agreement. Once updated, OB's are printed and distributed to be placed in each station's OB book as well as updated on the online training platform. The city policies are reviewed as necessary as part of the budget and during labor negotiations with all labor groups in the city. Each time City of Columbia policy is changed it is sent out via email to all employees. Every year during annual benefit enrollment, Human Resources personnel provide an update on changes to City of Columbia policies.

Appraisal

This method of communicating personnel policies and procedures has proven to be effective for the department. The 30 day delay allows for all personnel to adjust to the new policy. The department also noted a gap in the record keeping side of the operational bulletin review process. The dates of review were not captured if no changes were made. To resolve this issue the department drafted a new policy which outlines the development, review and updating process more formally.

Plan

The City of Columbia and the CFD will continue to keep our policies and procedures current and communicated to our personnel.

References

7C.1 1 Local 1055 Collective Bargaining Agreement (pg. 7)

7C.1 2 Training Plan – April 2018

7C.1 3 CFD Operational Bulletin GEN-14

CC 7C.2 The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

The City of Columbia is firmly committed to providing a work environment free from discrimination or harassment. To that end, City of Columbia Code of Ordinances Chapter 19 is distributed by the Human Resources (HR) Department to all employees and updated as necessary. Chapter 19 is provided in all station libraries and is available electronically.

The City of Columbia and the Columbia Fire Department (CFD) are committed to a work environment that is free of illegal discrimination or harassment. Supervisors handle complaints and corrective action is taken where appropriate. HR conducts annual harassment training for all city employees.

Appraisal

The current system is effective and has deterred discriminatory and harassing behavior.

Plan

CFD will continue to support the City's policies and ensure that employees are current in their understanding of these policies. The City will continue to update and distribute the policy and ensure all employees receive the most current information.

References

- 7C.2 1 – City of Columbia Code of Ordinances Chapter 19 Personnel Policies and Procedures (Admin rules 19-25)
- 7C.2 2 CFD Operational Bulletin PER-1 Fire Department Rules and Regulations
- City of Columbia Admin procedures

7C.3 A disciplinary system is in place and enforced.

Description

The City of Columbia has a disciplinary system in place which can be found in Chapter 19. Disciplinary action may be taken against City of Columbia employees only for just cause. All employees have access to City Charter, City Ordinances, City of Columbia Code of Ordinances Chapter 19, and Operational Bulletins (OB) that direct the discipline process. The City of Columbia disciplinary system is timely and progressive. It may include, but is not limited to oral reprimand, written reprimand, withdrawal of special privileges, suspension without pay, demotion, reduction in pay, and discharge. Grievance and appeals of discipline are provided for in City Charter, City Ordinances, and OBs.

Appraisal

The current disciplinary system is effective in reinforcing City and department rules, regulations, and codes of conduct.

Plan

The City of Columbia and the CFD will continue to review their policies and monitor the enforcement of the disciplinary system. Updates will be made when necessary.

References

7C.3 1 – City of Columbia Code of Ordinances Chapter 19 Personnel Policies and Procedures (Sec. 19-221 - 228)

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

The City of Columbia Code of Ordinances Chapter 19 addresses, for all employees, policies governing ethics and conflicts of interest. Further, the Columbia Fire Department (CFD) Operational Bulletin PER-1 Fire Department Rules and Regulations also address specific issues governing the behavior of fire department employees.

Appraisal

These policies are clear and available to all employees. They have been effective in their distribution to all.

Plan

The City of Columbia and the CFD will continue to monitor and maintain the ethics and conflict of interest policy. If necessary, changes will be made.

References

7C.4 1 City of Columbia Code of Ordinances Chapter 19 (Sec. 19-41)

7C.4 2 Columbia Fire Department Operational Bulletin PER-1

7C.5 A [grievance/complaint procedure](#) is published and communicated to employees/members.

Description

City of Columbia employees have a grievance policy defined in the City of Columbia Chapter 19. The policy provides an orderly process whereby the employee may have their grievances and complaints considered fairly and rapidly without fear of reprisal.

Appraisal

The grievance/complaint procedure is effective and has been communicated to all CFD employees.

Plan

In 2017, the City of Columbia and the labor groups engaged in drafting a new grievance policy. This policy was adopted in late September 2017 and is reviewed annually with other ordinances in accordance with labor negotiations. This is being done in the labor contract negotiations. The intent is to further explain the process and rights of employees as they relate to the grievance policy.

References

7C.5 1 City of Columbia Code of Ordinances Chapter 19 (Sec. 19-236 - 240)

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

Summary:

The City of Columbia Human Resources Department is responsible for maintaining all job classifications, updating job descriptions, managing the performance evaluation program, managing employee benefits programs, as well as administering most city wide training/work force development.

Performance Indicators:

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

The City of Columbia Human Resources department currently uses a Classification and Compensation study to audit and modify job classifications. This study was completed by an outside vendor, CiBiz . Every year a certain number of job classifications come up for review. At that time each employee in the classification completes a Job Analysis Questionnaire about their position. These are compiled and looked at by the department administration as well as HR and CiBiz. If adjustments needed the job descriptions and classifications are adjusted. Using this system every job description and classification is reviewed every five years. If at any point a need arises to evaluate a particular classification the department head can do it.

Appraisal

By completing the job analysis questionnaire (JAQ)'s for a particular position we are able to collect information on the work that position does. The JAQ is then sent to CiBiz for analysis. Using data collected from like departments and cities the positions are compared.

Plan

The City of Columbia is currently under the contract with CiBiz for the Classification and Compensation study. This contract ends in 2018, at which time City management will make a determination on the next plan of action. A new contract is being awarded and the new company will be utilized beginning in FY 2020. The department will be an active participant in the next classification and compensation study.

References

7D.1 1 Job Analysis Questionnaire

7D.1 2 CiBiz Compensation Analysis Overview

7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

Description

The Columbia Fire Department (CFD) has written job descriptions for all positions. Job descriptions list a combination of the following: Essential job functions or nature of the work; illustrative examples of the work; materials and equipment used by the position; work qualifications; knowledge and abilities needed, and physical requirements. Job descriptions are updated when a position's job functions change. When this occurs, employees are asked to fill out a job analysis questionnaire (JAQ). The JAQ is utilized to gain employee input and ensure the job description contains complete information.

Appraisal

The system the city currently uses has been effective in providing current job descriptions and takes employee input into account.

Plan

HR maintains job classification documents. A system is in place to ensure HR conducts periodic reviews for each classification description.

References

- 7D.2 1 Fire Chief job description
- 7D.2 2 Deputy Fire Chief job description
- 7D.2 3 Assistant Fire Chief job description
- 7D.2 4 Fire Division Chief job description
- 7D.2 5 Fire BC job description
- 7D.2 6 Fire Chief Training Officer job description
- 7D.2 7 Fire Captain job description
- 7D.2 8 Fire Lieutenant job description
- 7D.2 9 Assistant Fire Marshal job description
- 7D.2 10 Fire Engineer job description
- 7D.2 11 FFII job description

7D.2 12 FFI job description

7D.2 13 Job Analysis Questionnaire

7D.3 A personnel appraisal system is in place.

Description

The City of Columbia has a personnel appraisal system in place. This system is made up of several components. Each employee is evaluated at least one time annually. Non-supervisory employees are evaluated every year before May 31. Supervisory employees are evaluated every year between June 1 and Sept 30.

Appraisal

The current appraisal system is sufficient and meets the needs of the department. The personnel appraisal system that is in place is communicated to each employee multiple times each year. This includes an HR benefits meeting as well as department training specifically on performance evaluations.

Plan

The Columbia Fire Department will continue to monitor the personnel appraisal system that is in place and work with HR to modify if the need arises.

References

7D.3 1 City of Columbia Administrative Rules Supplement to Chapter 19 (pg. 65)

7D.3 2 FY 2017 Non-Supervisory annual evaluation form

7D.3 3 FY 2017 Supervisory annual evaluation form

7D.4 Methods for employee/member input or a suggestion program are in place.

Description

The Columbia Fire Department (CFD) has a method for employee input on training. There is an email group that employees can submit suggestions for training topics. The CFD also holds an employee meeting twice a year (April and October) that we call “Meet the Chief”. This session is conducted by the Fire Chief. He facilitates a conversation between department members and Administration. During this conversation employees can offer suggestions or ask questions.

In 2017, the department also added a Fire Department Improvement Committee. This committee was established to act as a clearing house for employee suggestions and input.

The City of Columbia also has a formal program for cost savings suggestions. The Major Cost Savings Incentive Program provides a cash incentive to employees whose cost savings accomplishment or suggestion contributes to the efficiency or improvement of City operations and results in actual cost savings. The award is intended to encourage employees to be creative and seek more efficient ways to perform services, ensure that all expenditures are legitimate, money is being paid out appropriately, and resources being used efficiently. Department heads will forward nominees to the Director of Human Resources to be evaluated by the Employee Incentive Programs Committee which will make recommendations to the city manager for approval.

Appraisal

The CFD has found that using the training suggestion email along with the semi-annual “Meet the Chief” sessions have greatly assisted with suggestions from the employees. The addition of the Fire Department Improvement Committee has also proven to be a valuable program. This committee has taken some of the research task off of administration and allowed the department to streamline the decision making.

Plan

The CFD and the City of Columbia will continue to monitor the effectiveness of the current employee input and suggestion program.

References

7D.4 1 Major cost savings form

7D.4 2 Major cost savings policy

7D.4 3 Fire Department Improvement Committee 2nd Quarter 2018 report

7D.5 Career and professional development programs are in place for all members.

Description

The City of Columbia and Columbia Fire Department (CFD) have career development programs in place. The City's program is available to encourage employees to develop their knowledge, skills, and abilities through seminars, classes, resources and opportunities. The City makes college tuition reimbursement available to employees who are both off probation and have successfully completed at least one year of service with the City. The policy detailing tuition reimbursement is found in the City of Columbia Chapter 19 rules. The City of Columbia Human Resources (HR) department also maintains the City University. This is a training division in which HR conducts a variety of courses for both supervisory and non-supervisory employees to increase development opportunities. These programs include Supervisor Training and Resources (STAR) and Leadership Advancement for Dedicated and Devoted Employees Ready to Supervise (LADDERS).

In 2010 the City of Columbia contracted with EdTrek Inc. to provide leadership training for supervisors. This company has two courses that the City of Columbia began using: The Supervisor's Apprenticeship for entry level supervisors and the Managers Journey for middle to upper management. This provided a good foundation and allowed for the development of more internal courses. These courses are still utilized for new supervisors.

The CFD also has a career and professional development program. This program allows department members to complete rank specific task books and course work to better prepare them for promotion. This program is a required component for those wishing to compete in promotional processes. These requirements are listed as part of Operational Bulletin (PER-10A)

Appraisal

The current career and professional development program is effective and is meeting the needs of the department.

Plan

The CFD will continue to monitor and make necessary changes to the career and professional development programs.

References

7D.5 1 Tuition reimbursement check list

7D.5 2 Tuition reimbursement

7D.5 3 2017 Course list for STAR and LADDERS

7D.5 4 Operational Bulletin PER-10A

7D.6 The agency has a leadership development program and/or succession plan.

Description

The Columbia Fire Department does not have a documented succession plan due to the potential issues it could cause with the labor group. We do, however, work very hard to train and educate our employees to be ready for the next step in their career. One such way we accomplish this is by requiring certifications to be eligible for promotion. This is outlined in Operational Bulletin PER-10A. The city also has several programs which assist in preparing employees for advancement; the Supervisor Training and Resources (STAR) and Leadership Advancement for Dedicated & Devoted Employees Ready to Supervise program (LADDERS) allow employees to sharpen their skills

Appraisal

The new promotional process now requires specific certifications and tasks be completed prior to becoming eligible for the promotional process. This is serving the department very effectively. The knowledge gained by the required course work and task books provide a good foundation of knowledge.

Plan

The CFD will continue to expand our educational requirements employees must hold to be eligible for promotion. It is our goal to build the best possible team with the most qualified individuals.

References

7D.6 1 Operational Bulletin PER-10A

7D.6 2 2017 list of STAR courses and LADDERS courses

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

The City of Columbia Human Resources Department publishes compensation and classification lists for all job titles on the City's intranet as well as the City's website.

Performance Indicators:

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

The City publishes compensation and classification lists for all job titles on the City's intranet (MyColumbiamo website) as well as the City's website. Hard copies of all salary ranges are also available from the Human Resources Department.

Appraisal

This system of publishing pay and compensation plans has worked well for the department and the city.

Plan

The Fire Department will continue to participate in the job classification review process as outlined by the Human Resources Department and ensure that department personnel have access to the pay and compensation plan.

References

7E.1 1 2017 Pay plan

7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

The City of Columbia Human Resources (HR) Department benefits overview is published on the City’s intranet. Benefits are defined as health and dental insurance, voluntary life, long term disability, accidental death and dismemberment, long term care, employee assistance program, flexible spending account for health. Lagers Public Employees Retirement System for non-fire and police employees deferred compensation, vacation, sick leave and paid holidays. During an annual open enrollment period in November, HR sends all employees information on benefit options. This is the period of time when employees may change information or update benefit program enrollment.

During new employee orientation, benefits are explained and forms distributed. HR staff is available to answer questions and assist with completing enrollment or change of program forms.

Appraisal

The current system of publishing and distributing benefits information to employees is adequate.

Plan

The City will continue to publish and distribute benefit information to employees and evaluate those methods to ensure they are effective and efficient.

References

7E.2 1 Benefits Intranet Screen Shot

Criterion 7F: Occupational Health and Safety and Risk Management

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

Summary:

The City of Columbia Finance Department assigned the responsibility of risk management and a Risk Manager to oversee the City Risk Management Program. Additionally, the City of Columbia has an Executive Safety Committee which is comprised of representatives from various departments. The Columbia Fire Department is an active participant in the Executive Safety Committee and has a designee from the Training Division attend as its representative.

Performance Indicators:

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

Description

The City of Columbia Finance Department has risk management responsibilities and has designated a Risk Manager. Additionally, the Columbia Fire Department (CFD) is an active participant in the Citywide Executive Safety Committee. At emergency scenes, the Incident Commander has overall responsibility for the management of risks vs. benefits and the Incident Safety Officer is assigned at incidents to assist with this task or at any alarm level when Incident Command requests.

Appraisal

The current citywide safety program is efficient and meets the needs of the department and the entire City.

Plan

The CFD will continue to be a part of the Citywide Executive Safety Committee. The department will continue to work toward providing the safest work environment possible and will also continue to work closely with the City risk management personnel to ensure that the department is compliant with all required safety programs.

References

7F.1 1 Risk Manager Job Description

7F.1 2 Administrative Rules as authorized by City ordinance Sec. 19-27; Administrative Rule Article IV. (Sec. D)

7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The Columbia Fire Department (CFD) follows all policies and procedures set forth by the City of Columbia's Risk Management division. The safety policies, accident & injury forms, and the Supervisor's fact finding reports are found on the Risk Management website. They outline how to report, evaluate, address, and communicate workplace hazards.

Appraisal

The current system used by the city for identifying and evaluating workplace hazards is effective in addressing any unsafe/unhealthy condition. The Executive Safety Committee meets on a bi-monthly basis to update and evaluate all workplace conditions.

Plan

The CFD will continue to monitor safety and health concerns and provide department personnel with information on corrective actions taken to maintain the health and safety within the workplace.

References

7F.2 1 Risk Management Intranet page screen shot

7F.2 2 Code of Ordinances Chapter 19-27 Administrative Rules, Personnel Code, Article IV, Section A Safety (pg. 94-122)

7F.2 3 October 11, 2018 Executive Safety Committee Meeting Minutes

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

The City of Columbia and the Columbia Fire Department (CFD) take risk reduction and safety very seriously. There are a number of things that have been implemented to ensure in risk reduction. The city has a standing Executive Safety Committee, on which every department is represented. This committee meets bi-monthly and covers a variety of safety and risk topics. If an employee is injured on duty, an injury form is out for data purposes. In addition to the injury form, a supervisor fact finding report is required. This form provides additional information on the incident as well as how a similar issue could be prevented and is reviewed by Risk Management staff as well as discussed at the Executive Safety Committee meetings.

If an employee finds what is believed to be a solution or idea to prevent injuries, the city has a P.R.I.D.E. Safety Program. This program provides incentive for employees to always be in search of ways to reduce risk and enhance safety.

Appraisal

The use of the injury form and the supervisor fact finding report has been very beneficial for the department as well as the city.

Plan

CFD will continue to be a part of the monthly Executive Safety Committee as well as using the injury report and supervisor fact finding report to identify unnecessary risks. CFD will also continue to inform CFD employees of the P.R.I.D.E. Safety Program.

References

7F.3 1 Executive Safety Committee meeting minutes June 2017

7F.3 2 P.R.I.D.E. Safety Program description

7F.3 3 P.R.I.D.E. Safety Program application

7F.3 4 Supervisor Fact finding report

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description

The Columbia Fire Department (CFD) infection control policy along with the City of Columbia’s blood-borne pathogen exposure control plan are established and communicate specific protocols to help minimize occupational exposures to communicable diseases or chemicals. Additionally, members have received training on the importance of completing an Exposure Report in Target Solutions ® after any potential or known exposure to any communicable disease.

Appraisal

The procedures established have worked well for the department and the city.

Plan

The City of Columbia will continue to monitor the current policy and plan, and if needed, adjust the communication of occupational disease or chemicals. Changes will be made as needed.

References

7F.4 1 Columbia Fire Department Operational Bulletin: EMS-3 Guidelines for Handling Suspected Infection Exposure

7F.4 2 Columbia Fire Department Operational Bulletin: EQP-4 Protective Equipment

7F.4 3 City of Columbia’s Blood-Borne Pathogen Exposure Policy

CC 7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description

The Columbia Fire Department (CFD) Training Division instructs each member on all work practices, changes in procedures or equipment, and the hazards associated with them. From the initial 15 week Basic Recruit School where they learn fire ground safety, driver safety, hazardous materials safety, how to don personal protective equipment and Self-Contained Breathing Apparatus (SCBA), and EMS procedures, through monthly training via Target Solutions and hands-on training, personnel are kept up to date on all current safety practices and procedures.

A Chief Training Officer is assigned to the City of Columbia’s Executive Safety Committee. CFD also has a Health and Safety Committee which meets quarterly to promote and implement any new or current ideas and programs to keep personnel safe and informed. The department has shown dedication to health and safety by including several policies which the committee will be reviewing to the 2018-2021 Strategic Plan. The committee will be looking at these policies specifically from the health and safety prospective. The committee also produces a quarterly safety bulletin with health and safety tips.

Appraisal

CFD’s current health and safety plans; recruit training, department wide training, executive safety committee members, and an internal health & safety committee, have met the department’s needs and standards.

Plan

CFD will continue to monitor the health and safety plans currently in place and changes will be made if necessary to improve safety conditions. CFD will also continue to keep

personnel on the city's Executive Safety Committee to keep up to date with changes made by the city.

References

7F.5 1 City of Columbia Executive Safety Committee minutes June 2017

7F.5 2 CFD Quarterly Safety Bulletin, October-December 2017

7F.5 3 CFD Health and Safety Committee meeting minutes December 2017

7F.5 4 2018-2021 CFD Strategic Plan (pg. 48-49)

7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

Description

The Columbia Fire Department (CFD) uses near miss reporting to elevate situational awareness in an effort to teach and share lessons learned from events that may have resulted in injury, property damage or loss of life. All members are required to report to their shift commanders and the Chief Training Officers, any job-related near miss/close call event. In addition the event can be reported to firefighternearmiss.com online. Supervisors are required to conduct a preliminary investigation of the event and report through the chain of command to the respective Shift Commanders and the Chief Training Officers as soon as practical. Follow-up discussion is geared toward reducing any noticeable trends. Identifiable outcomes are forwarded to the Command Staff with recommendations for future training needed. In prior situations, the department also instituted a safety stand down day to allow for some additional department training that was pertinent to the situation.

Appraisal

This system has worked well for the department. The use of a safety stand down days annually have also been very beneficial in drawing attention to all department members and allowing for additional training.

Plan

The CFD will continue to monitor the level of situational awareness following a near miss reporting and resulting injury prevention. This will continue to be a top priority for the department.

References

7F.6 1 Columbia Fire Department Operational Bulletin COM-10.

7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency's information management system supports this process.

Description

The City of Columbia's Risk Management Division provides an information system for documenting accidents, injuries and any possible legal actions. This system forms can be found on the internal website, www.mycolumbiamo.com, and is accessible to all city employees. The Columbia Fire Department (CFD) has Operational Bulletin ATT-3, Job Related Injuries or Illnesses, that addresses work related injuries, illnesses, and claims and how to report them.

Appraisal

The city's current management information program, as well as CFD operational guidelines, are effective and provide adequate information and documents needed to meet the needs of the CFD when it pertains to injuries, accidents, and legal actions.

Plan

CFD will continue to investigate and document all accidents, injuries, and claims and work with the city's Risk Management Department on any situation resulting in possible legal action. Changes in the process will be made as necessary.

References

7F.7 1 Columbia Fire Department operational bulletin, ATT-3 Job related injuries or illnesses

7F.7 2 Risk Management Intranet page screen shot

7F.7 3 City of Columbia Administrative Rules Supplement to Chapter 19 (pg. 95-97)

7F.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description

The City of Columbia Finance Department is assigned the overall responsibility of risk management and employs a Risk Manager to oversee the City’s Risk Management Program. Additionally, the City of Columbia has an Executive Safety Committee which is comprised of representatives from most City departments and is tasked with the coordination of safety activities. Accident and injury information is used to develop appropriate safety programs, with the intent to control injuries and accidents involving City of Columbia employees, property, citizens and visitors. The Columbia Fire Department is an active participant in the Executive Safety Committee and currently designates the Assistant Fire Chief as its representative.

An integral part of the Columbia Fire Department’s mission is to protect lives and property while placing safety above all else. Each Columbia Fire Department employee is responsible for complying with all safety programs. At emergency scenes, the Incident Commander has overall responsibility for the management of risks versus benefits. When the incident exceeds the span of control of the incident commander, or as appropriate, an Incident Operations Officer will be assigned. Typically these positions will be filled by senior department officers.

Department policy requires employees to report all accidents in writing. These reports are forwarded to the City’s Risk Manager for statistical, historical and legal reasons. Additionally, an incident wherein a fire department employee sustains an injury and requires medical attention will require the supervisor of the injured employee to complete, and submit to Risk Management, an “Accident Fact Finding Report”. The fact finding report is used to identify unsafe practices which may have contributed to the injury and identify recommendations on how to prevent future occurrences.

Columbia Fire Department personnel coordinate all training of fire department members in all aspects of health and safety including, but not limited to: fire-ground safety, driving safety (including mandatory safety belt usage), occupational exposure control, personal protective equipment, breathing equipment, right-to-know, and EMS equipment procedures and techniques. Annually, all fire department Emergency Services Division personnel participate in Self Contained Breathing Apparatus fit testing as part of the departments' Respiratory Protection Program.

Appraisal

With the current processes in place, the Columbia Fire Department meets this performance indicator by empowering all employees to identify and stop any unsafe practice at any time.

With the current processes in place, it is anticipated fire department members would have fewer work-related injuries.

Plan

There are currently no plans in place to dramatically change this performance indicator. Subtle course corrections may be needed from time to time as we move forward.

References

7F.8 1 Columbia Fire Department Operational Bulletin ERP-5: Fire Ground Tactics and Risk Assessment, Rev. 12/11/03

7F.8 2 Supervisor Fact Finding Report

Criterion 7G: Wellness/Fitness Programs

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:

The Fire Department and the City of Columbia have a wellness program that is administered by the Human Resources Department. In addition, the Columbia Fire Department also has an internal committee called the Health and Wellness Committee. This committee meets monthly and presents administration with potential ways to improve operations and provides the members with a quarterly fitness challenge.

Performance Indicators:

CC 7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

Description

The Columbia Fire Department (CFD) provides an initial new hire medical physical prior to a formal job offer to ensure the candidates meet the requirements. Annually, each uniformed employee receives a complete medical physical exam.

Appraisal

The prehire medical physical and the annual medical physical evaluations have been very beneficial to the department and its members. These physicals have identified numerous concerning issues that were able to be resolved due to early detection and intervention.

Plan

The Columbia Fire Department will continue to follow trends the fire service is seeing as it relates to medical concerns for its firefighters.

References

7G.1 1 CFD medical physical list

7G.2 The agency provides personnel with access to fitness facilities and equipment.

Description

The Fire Department provides space in each station for the employees to use for exercise. The Labor Union, IAFF 1055, provides the equipment in each station for the department members to use. The city also has an Employee Fitness Center in the basement of City Hall that is accessible 24/7 to all city employees. This area is fully outfitted with equipment.

Appraisal

This method of supplying physical fitness equipment has work well for the department as well as its members.

Plan

The Fire Department will continue to monitor the need for additional physical fitness equipment. The department has added the research and development of a plan for adding an accessible off-site exercise facility for department personnel to utilize as part of the 2018-2021 Strategic Plan.

References

7G.2 1 Union list of exercise equipment

7G.2 2 2018-2021 CFD Strategic Plan pg. 49

7G.3 The agency provides wellness/fitness training to all employees/members.

Description

The City of Columbia provides wellness/fitness training to all employees in a number of different ways. The Human Resources Department (HR) provides the majority of the education. HR has a Wellness Educator who works with employees on particular wellness issues as well as manages the overall wellness program for the city. In an effort to keep wellness and fitness training in employee's minds, the Wellness Educator sends out a weekly HR-Employee Wellness newsletter. This publication contains various topics, resources and events that pertain to employee wellness. In conjunction with our health insurance provider, the city offers number of different wellness incentives operated by the insurance provider. The City of Columbia Parks and Recreation Department operates the Activity and Recreation Center (ARC) which is a large fitness center. Employees are able to purchase a discounted membership that is payroll deductible.

Newly hired Firefighters, participate in weekly physical fitness training while attending our Basic Recruit School. The intent of this is to provide some training on how to keep physically fit.

Appraisal

This method of providing wellness and fitness training has been effective for the department in the past. As awareness for the need for better wellness and fitness are growing, this model will likely not continue to fit the needs of the department.

Plan

In the 2018-2021 CFD Strategic Plan, the department has laid out some initial steps to take to continue to build up the wellness and fitness program offered by the department. The department will continue to monitor the wellness and fitness education program and make changes as necessary.

References

7G.3 1 Weekly HR-Employee Wellness newsletter

7G.3 2 HR Wellness Educator job description

7G.3 3 CFD Quarterly Safety Bulletin, October-December 2017

7G.3 4 2018-2021 CFD Strategic Plan (pg. 48-49)

7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description

The City of Columbia contracts the Employee Assistance Program (EAP) out to an outside vendor. The vendor offers a full range of counseling services and maintains confidentiality for the employee. This program is managed by the Human Resources Department. The service comes up for bid every five years.

Appraisal

The Employee Assistance Program has been very effective for the department and its members.

Plan

We plan to continue to use the City provider for these services

References

7G.4 1 City of Columbia Employee Assistance Program INOVA

7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Description

The Columbia Fire Department (CFD) conducts a medical physical on each uniformed member annually. The program follows the items outlined on the CFD medical physical list. Upon completion of the annual physical, each employee is given a packet of health information including things to work on as well as all the results from the physical and lab work. Annually, the CFD chief meets with our medical physical provider to gather information on how the program is functioning and trends the physician is seeing.

CFD also has an internal Health and Safety committee. This committee meets on a monthly basis and is made up of rank and file members of the department. The committee looks at all aspects of health and safety, including a quarterly fitness challenge that is opened up to the crews to participate. The Health and Safety committee also completes a quarterly report that is presented at the staff meeting.

Appraisal

The department has not conducted a formal documented appraisal of the wellness and fitness program.

Plan

The CFD will continue to monitor trends in medical testing both on the national as well as local level and make necessary adjustments. We will also continue to use the CFD Health and Safety committee to bring further information to the department administration. In 2018, the department will begin conducting a formal and documented annual appraisal of the wellness and fitness program.

References

7G.5 1 CFD medical physical list

7G.5 2 CFD Quarterly Safety Bulletin, October-December 2017

Category VIII: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; instructional information systems, such as computers and software, telecommunications, other audio visual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified and the agency has a plan in place to ensure compliance with training and education requirements.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognize state/provincial and national fire service professional standards programs in their written responses to the performance indicators in this section.

Criterion 8A: Training and Education Program Requirements

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

Summary:

The Columbia Fire Department (CFD) training and education program meets the needs of the department. The goals and objectives are determined by the needs of the community, the department, and the individuals who make up the department. The Training Division gathers input from each division of the department and employs a method for individuals to make suggestions. The Training Division ensures that CFD meets the training and recertification requirements for all the members. All training is tracked using our online training platform, Target Solutions®.

Performance Indicators:

CC 8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.

Description

The Columbia Fire Department's (CFD) Master Annual Training Calendar serves as the guide for the year. This calendar has been established using historical data as well as incident reviews which have identified training needs. CFD Training has established a plan that builds toward quarterly "live" drills/training. The training staff assigns related training topics to fire personnel to practice and perform prior to the quarterly live training drill. Fire personnel may be tasked with various training assignments. (Examples: forcible entry, ground ladders, horizontal and vertical ventilation operations, emergency medical training, etc.) The live training drills meet the professional qualifications set forth by the National Fire Protection Association (NFPA) standards for fire fighters, engineers, fire officers, hazardous material and technical rescue training. In the live training drills, fire personnel are required to perform tasks, activities, knowledge and skills that they may possibly encounter during emergency conditions. Following the live events, the command staff meets to discuss the training and overall performance of the tasks. This leads to the development of additional training to sharpen skills in that area. A good example of this is department-wide rapid intervention crew (RIC) training. Training staff found several short comings during a training exercise. As a result, the department broke down several components of RIC and developed a plan to retrain all department members on each component. Following the completion of that training the department will again conduct a department-wide exercise to reevaluate.

Appraisal

This development of training ensures all CFD fire personnel are trained to the level the department expects. This system has been effective for the department in determining our training needs.

Plan

The CFD is in the process of developing a complete list of core competencies that all personnel need to know and will be drilled on annually. This annual evaluation of skills will enable the department to better address short comings. In addition, the department will continue to integrate the information gained from live training events as well as incident reviews. CFD training staff will make changes as necessary to maintain the professional qualification standards for CFD training requirements.

References

8A.1 1 CFD 2017 Training Calendar

8A.1 2 Master Annual Training Calendar

8A.1 3 RIC live training evaluation and training plan

8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs.

Description

The Columbia Fire Department (CFD) provides training adhering to CFD's mission statement: "delivering the highest level of customer service through exceptional emergency response, education, planning and prevention." CFD Training conforms to the mission statement by developing monthly training plans that focus toward these targeted areas. CFD's Operational Bulletin TRN-1 provides guidelines for training and career development of personnel.

Columbia Fire Department (CFD) Training operates from the Master Annual Training Calendar. Having a yearly training plan allows us to provide monthly training schedules which meet our yearly objectives as well as ensure the department is constantly striving to adhere to the mission statement of the CFD. The department produces training that has designated objectives for fire suppression, emergency medical service (EMS), hazardous materials and technical rescue training. Most of these listed categories can be referenced to Missouri Division of Fire Safety certifications adhering to National Fire Protection Association standards or requirements set forth by the Missouri Department of Health and Senior Services, Bureau of Emergency Services.

The monthly plans are accessible to personnel via Target Solutions training platform and the intranet drives within the City of Columbia. The monthly plans are to build skills and provide remedial training that pertains to customer service objectives. In some instances, the quarterly training skills will be combined together and utilized in a scenario-based environment.

Appraisal

The training and education program effectively reflect CFD mission statement. The department recently was evaluated by Insurance Service Organization (ISO). Our rating of a Class-2 was maintained in CFD's response area. CFD department members take great pride in their service to the citizens and visitors of Columbia, with the overall goal of meeting our mission statement. The department has received numerous letters of

appreciation for our service to the community. Structure fire statistics dictate property loss is declining per call, and one fire death has occurred in the past five years.

Plan

The Columbia Fire Department will continue to monitor, update, and adjust training as necessary to continue to provide a high level of customer service and fulfill the mission statement.

References

8A.2 1 CFD Operation Bulletin, TRN-1

8A.2 2 CFD Master Annual Training Calendar

8A.3 The training program is consistent with legal requirements for performing mandatory training.

Description

The Columbia Fire Department (CFD) consistently meets the legal requirements for performing mandatory training. CFD Training provides and oversees the training curriculum used for all staffing levels of the organization, as well as specialty training dealing with hazardous materials and technical rescue. The legal certification agency, Missouri Division of Fire Safety (MO-DFS), has set professional requirements of training to achieve certifications. EMS training is scheduled to meet the requirements according to Missouri Bureau of Emergency Medical Services. CFD's Air Team maintains the respirator program per 29 CFR 1910.134(c) to ensure legal requirements for respiratory standards are met.

Most of CFD's training programs meet nationally recognized professional qualification standards in their job performance requirements or competencies, i.e., upon completion of CFD's basic recruit academy each student will have acquired Fire Fighter 1 & 2, and Hazardous Materials Awareness and Operation, obtaining International Fire Service Accreditation of Congress (IFSAC) certifications

Appraisal

CFD Training has complied with the legal requirements for performing mandatory training. Prior to the start or delivery of a course curriculum, CFD's Training Staff references the material to assure it is compliant with MO-DFS, who is the IFSAC educational entity for the State of Missouri. CFD has used recognized industry specialized trade expert for training in target areas of need, that provide certifications. The respiratory program is based on Occupational Health Safety Organizations requirements. The programs implemented at the beginning of a CFD fire fighter's career, establish the legally recognized requirements to be a certified fire fighter in the State of Missouri.

Plan

The CFD will continue to monitor, update, and make changes as necessary to meet the approved curriculum for all training programs on a yearly basis to comply with legal

requirements. The Training Division will continually update and revise curriculum to ensure IFSAC certifications are obtained for CFD personnel.

References

8A.3 1 Firefighter I & II requirement

8A.3 2 Approved schedule for BRS 17-1

8A.4 The agency identifies minimum levels of training required for all positions in the organization.

Description

The Columbia Fire Department (CFD) maintains current job descriptions for each rank, defining the minimum requirements for all positions within the department. These minimum requirements are posted in the job descriptions listed by City of Columbia, Human Resources, on their website. There are supplementary requirements to be followed for positions as outlined in CFD OB, PER-10A.

CFD utilizes training curriculum that adheres to the Missouri Division of Fire Safety requirements for training fire fighters, engineers and officers. The training staff meets regularly to identify training needs to maintain qualification standards for fire personnel. This ensures that all fire personnel are operating within the qualification standards of the National Fire Protection Association (NFPA).

Appraisal

The current method is effective in outlining the minimum requirements for all positions in the department. The job descriptions reevaluated on a regular and ongoing basis, following a process that includes employee input.

Plan

The Columbia Fire Department will continue to monitor, update, and adjust training for each position of rank. Information and minimum requirements for promotional processes will be announced as necessary to meet and maintain the professional qualification standards.

References

8A.4 1 CFD PER 10A

8A.4 2 Firefighter I job description

8A.4 3 Fire Lieutenant job description

8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

Description

The Columbia Fire Department (CFD) has in place a development program that encourages pursuit of professional credentialing. For the past two decades, we have required all personnel to be credentialed as International Fire Service Accreditation Congress (IFSAC) Fire Fighter I and Fire Fighter II certified, including Hazardous Material Awareness and Operations. This credentialing process is launched during our Basic recruit academy (BRS) for all new firefighters.

In 2016, CFD established a new officer development and qualification requirement for all future officer candidates. CFD has added task books for the positions of Lieutenant and Captain; along with requiring IFSAC certifications of Fire Service Instructor 1 and Fire Officer 1 for these positions. CFD requires all Assistant Fire Marshals to attain IFSAC certification in the following credentials: Fire Service Instructor 1, Fire Investigator 1, and Fire Inspector 1.

Appraisal

The current development program has been effective for the department and has been evolving to require more development for individual staff members. The addition of the required training for officer candidates has proven to be very effective at providing an additional knowledge base for the officers.

Plan

CFD plans to continue adding formal credentialing to our organization in the various ranks. CFD will add a Fire Officer 2 course to our Master Training Plan in the 1st quarter of 2020. CFD within the past year has offered to pay a designated amount towards credentialing classes for all Chief Officers and will strive to maintain this in the training budget. In the 2018-2021 CFD Strategic plan, Objective 1B3, will be part of increase external training opportunities for credentialing all personnel.

References

8A.5 1 Missouri Division of Fire Safety, FFI and FFII requirement

8A.5 2 Missouri Division of Fire Safety, Fire Inspector

8A.5 3 Missouri Division of Fire Safety, Fire Investigator

8A.5 4 Missouri Division of Fire Safety, Fire Service Instructor I requirements

8A.5 5 Missouri Division of Fire Safety, Fire Officer I requirements

8A.5 6 2018-2021 CFD Strategic Plan (pg. 40)

Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency's needs.

Summary:

The Columbia Fire Department (CFD) conducts monthly training to maintain proficiencies for fire personnel and to meet or exceed the department's needs. There are several courses of actions the department uses to support our essential functions to train and educate.

The primary purpose of how training is delivered to personnel is emulated by Columbia Fire Department (CFD) Master Annual Training Calendar. The Training Division prepares and manages training utilizing different modes, consisting of practical skills, lecture, and audio-visual programs. All of the scheduled yearly training is viewable and accessible by all personnel. CFD requires all new employees to complete a basic recruit academy of three months to acquire required certifications for employment. The Training Division does quarterly and bi-annually evaluations on large scale trainings. Performance of personnel is evaluated at: small or large scale training scenarios which require monthly quizzes, and during promotional processes.

Performance Indicators:

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

The Columbia Fire Department (CFD) ensures that personnel are appropriately trained in several ways. Each CFD member beginning their career will go through a basic recruit school which lasts approximately 15 weeks in order to certify them as International Fire Service Accreditation Congress (IFSAC) fire fighters. CFD training assigns specific training topics each month for all personnel in emergency services via Target Solutions® monthly training plan. This training is specific to needs determined by CFD's Command Staff and is based on recent events, known performance deficiencies within the department, new tactics, and topics needed to maintain certifications. Each quarter a large scale live shift training is held, to evaluate personnel on the performance skills covered in the previous quarter.

The CFD has two special operations teams, one is for hazardous material (Haz-Mat) and the other is for technical rescue. The team members train on a quarterly basis throughout the year. This training is developed in coordination with the Special Operations Chief and the respective training coordinator for each team. All department members attend a training twice a year for each topic. During this bi-annually department-wide training, specific objectives are established in a scenario event.

All members of the CFD are required to retain a minimum of an EMT-B license. Each month the Training Division assigns continue education units (CEU's) in relation to emergency medical service (EMS) to each member. Once per quarter the training staff hosts a live EMS session. In this training, companies come and conduct skills stations based on the prior month's CEU's or training is conducted on new equipment being rolled out.

Appraisal

The current system in place is effective in ensuring that personnel are appropriately trained. Through the exercise evaluation process, the department has identified deficiencies and has been able to create a plan to ensure that staff are trained to the appropriate level. The State of Missouri also validates the system of training is effective by relicensing members for various certifications.

Plan

The CFD will continue to keep the current plan of action for training at this time, unless negative factors prove otherwise. The CFD will maintain training that adheres to national standards and to obtain required ISO hours. The department is committed to preparing its personnel as well as meeting their training needs. The department has added this as a priority and listed it in the 2018-2021 CFD Strategic Plan.

References

- 8B.1 1 2017 Monthly training calendar
- 8B.1 2 EMT-B Credential report
- 8B.1 3 2017 Basic Recruit Schedule
- 8B.1 4 2018-2021 CFD Strategic plan pg. 40-41

8B.2 The agency provides a training schedule that meets the organization's needs.

Description

The previous training calendars for Columbia Fire Department (CFD) were developed on a monthly basis, emailed out, and then printed for personnel to view a month in advance. CFD has switched to a 'live and fluid' document within the past two years. The master training calendar is to serve as the guide for the year. CFD Training Staff also maintain a monthly training calendar for each month throughout the year which is a "live and fluid" calendar also. This calendar can be adjusted as needed. The master training calendar has allowed CFD training staff to process and develop training on a monthly, quarterly, and yearly schedule; and then transfer this training to the monthly training calendar in order to communicate to all members of the department.

Appraisal

The master and monthly training calendars has proven effective in communicating the training schedule to the department. By moving to a "live and fluid" document, everyone is aware of changes and has the opportunity to see changes with the training calendar. It also communicates the training topics, dates, and time to all personnel. This allows companies or shift commanders to schedule other events as needed.

Plan

The Master Training calendar will continue to dictate the training for CFD. The monthly calendars will be uploaded, modified as fit, and maintained by the training staff to reflect the training schedule.

References

- 8B.2 1 Master training calendar
- 8B.2 2 2017 Monthly training calendar
- 8B.2 3 Training Plan – April 2018

CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description

The Columbia Fire Department (CFD) complies with NFPA 1001 – 2013 (Firefighter I & II) standards, which are the minimum job performance requirements for entry level firefighters whose duties are primarily structural firefighting. The purpose of this standard is to ensure that all CFD personnel meet the requirements of this standard. Each entry level firefighter is required to complete a probationary task book, which reassures successful competency at the fire fighter entry level. As members seek to obtain rank, evaluation of individual performance is based on acquired IFSAC certifications, written testing, practical scenarios, and demonstrations of testing processes.

CFD has recognized during this accreditation process there is no documented performance-based measurement for crew performance in our training operations. CFD has previously assigned and observed training of NFPA 1410 drills to crews.

Appraisal

The process of requiring every member of the department to be certified as firefighter I and firefighter II has met the department's expectations for validating new members on performance based measurements.

CFD has begun to develop a series of core competencies that will formally evaluate individual and crew performance. These core competencies have been written and additional competencies are being developed, based on NFPA job performance requirements (JPR's) and the NFPA standard for emergency scene operations. CFD is using the NFPA standards to determine which competencies are core to the departments operations. The competencies which need to be worked on are based on several factors. These include skills which have been identified as weaknesses during training, performance data and feedback from line personnel. In addition, Fire Administration conducts incident reviews on a quarterly basis with the shift commanders. From these reviews, any weaknesses identified are discussed as possible core competencies which need to be developed. Additionally, core competencies in which personnel show improvement or excel are also noted.

Plan

Following the development of the core competencies, skills sheets will be developed including a rating scale. The training staff will post all core competencies and include the core competencies in the monthly company training assigned to all members. On a quarterly basis, the shift commanders and training staff will coordinate a random drawing of skills to be performed by each company and individual. The drawn skills will be performed by each company and their performance will be measured against the outlined core competency. Training staff will manage recording the data in the training platform. If a crew cannot perform a skill in the allotted time, they will be given additional training on the competency and a timeline to be retested on the skill. If an individual or company continues not to meet the competency in the allotted time, an evaluation will be conducted to identify the cause. Further failures will result in a referral to the Fire Chief for evaluation. Fire Administration and Training staff will continually establish a list of core competencies that all staff will be evaluated on annually. Core competency evaluation will begin in the first quarter of 2019.

References

8B.3 1 Fire Fighter I&II Certification Program NFPA 1001-2013

8B.3 2 CFD Initial Core Competency list

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

Description

The Columbia Fire Department (CFD) does utilize evaluations of training in combination with the University of Missouri Fire and Rescue Institute (MUFRTI). These classes are taught during the recruit academy and specialized classes offered in house to the entire department. These evaluations are processed by MUFRTI, and the instructor or instructors are usually from within CFD. The lead instructor is mailed a letter of a customer approval rating for these courses, providing an overall grade in several categories of the training.

CFD developed an evaluation sheet for the basic recruit academy of 2017-1. This was done to evaluate the academy's current instructors. The main intent was to evaluate instructors' ability to train and deliver the curriculum in a professional manner.

Appraisal

The methods of evaluation in place currently have provided the training staff good information and feedback from the members of the department, although this does not guarantee consistency or accurate information. The department has relied on observation and evaluation of demonstration of skill performance to evaluate the training. A better documented system needs to be developed for evaluation of CFD's training.

The evaluation sheet used in the basic recruit academy has proved successfully in the evaluation of instructors, objectives, and the process of learning occurred.

Plan

CFD will measure training, by using evaluation check sheets from the basic recruit school on future training. This meets several strategic plan objectives. The department will develop evaluations with a scale to determine the effectiveness of training and which standards are being met. This will be completed by the end of the fourth quarter of 2018.

References

8B.4 1 MUFRTI evaluation sheet

8B.4 2 CFD BRS-2017-1 evaluation sheet A/B

8B.4 3 2018-2021 CFD Strategic Plan (pg. 40-41)

8B.5 The agency maintains a training records management system that meets recognized standards.

Description

The Columbia Fire Department (CFD) maintains all academic and practical training records in the Target Solutions® program. Our training records are kept as required by federal, state, and City of Columbia laws and ordinances. The department utilizes an electronic system of record keeping and also utilizes a hard copy for some training records, such as certifications, that are stored in a secured area.

Appraisal

Previously, CFD used the Firehouse® software database to maintain the departments training records. This proved to be difficult to manage and even more difficult to run reports. The department changed to the new training and record management system of Target Solutions® in July, 2016. This electronic database has been very effective to record training records and for inquiring information in an easy to read report summary.

Plan

The CFD will continue to document training as required using Target Solutions® and following governing rules of record management. CFD Shift Commanders and Training Division will audit the records to ensure accuracy.

References

8B.5 1 Credential Records Management in Target Solutions

Criterion 8C: Training and Education Resources

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.

Summary:

The Columbia Fire Department training and education resources have been examined, evaluated, and updated in the past years. CFD has continually updated libraries with current textbooks of latest editions in various subjects of our operations. The department uses several methods to determine our needs and for future planning. These methods range from evaluations of promotional process, after action reviews of group training or actual incidents, and surveys of internal and external shareholders. The Training Division stays current with new policies and procedures in regards to fire and EMS training methods standards set by current NFPA standards or MO-DFS certifications. CFD has numerous media equipment to record and document training. CFD has several instructors who specialize in certain areas and topics, and who have attended training outside the department to stay current with standards and industry practices within the fire service. CFD is currently remodeling our training academy training room facility and have scheduled a new storage building. These additions will allow an increase in classroom sizes, more easily facilitate basic recruit academy, and provide storage for our growing department.

Performance Indicators:

CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.

Description

Columbia Fire Department (CFD) facilities support the agency's all-hazards training. The CFD Training Academy is located at 700 Big Bear Boulevard and is over 2 acres in size. There are three main buildings on site and with several portable buildings. The classroom building has three offices for training officers and two classrooms for lecture presentations. There is one classroom which will accommodate a group of 20 and the other up to 60 personnel. A 2-bay storage building is also being constructed as part of the renovation. The future plan for this building is to store apparatus, equipment, and training props, with an overall goal for training to be self-sufficient with training apparatus and equipment.

The CFD training building is in need of renovation to fully meet the needs of the department moving forward. This includes, audio and visual equipment upgrades in both classrooms as well as a permanent wall between them to facilitate multiple classes simultaneously.

For live fire evolutions, the department has a burn building which is two stories. This building is capable of providing burns on all floors. It has been used in conjunction with live fire, hazardous materials training and other scenarios. The department has a five story tower with an fire department connection (FDC) and standpipe for training on high-rise structures. The tower also has the ability to include technical rescue training such as rope rescue. The training grounds also have a confined space tank that is used for technical incidents and hazardous materials.

The department has a reserve apparatus which is assigned to training. Training is also supported by apparatus from emergency service division when needed.

Appraisal

The current training facilities meet the needs of the department and allows for effective training to occur. The completion of the renovations will allow for expanded abilities that the department feels are needed.

Plan

The Training Division will continue to maintain our facilities and props, by performing annual maintenance. The department will continue to seek off-site facilities for training when applicable. As CFD proceeds into the future, opportunities to increase training facilities and apparatus will be pursued.

References

8C.1 1 Map of Training Facility

CC 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.

Description

The Columbia Fire Department (CFD) has in place personnel with required teaching qualifications and expertise. CFD training staff are required to have the certification of Fire Service Instructor II through the International Fire Service Accreditation of Congress (IFSAC). Training staff uses shift personnel to assist with teaching specialized topics. These instructors must have certification of Fire Service Instructor I or higher to present training programs. CFD also utilizes expert contract instructors in their specialized industry type fields which may not require certifications. Classes are always supervised by a member of the training staff.

The department currently has 74 members which hold instructor certifications of Fire Service Instructor I or higher certifications. In 2016, CFD implemented a policy that required new company officers to hold a minimum IFSAC certification of Fire Service Instructor I. The minimum qualifications to instruct in the department's recruit academy is Fire Service Instructor I, or have expertise in a special field if unrelated to an NFPA standard. CFD has sent instructors to train-the-trainers and will continue this trend in order to stay current with the changing industry trends and revisions of NFPA. CFD has utilized other agencies with adjunct instructors and contracted experts to teach required training programs for the department.

CFD currently uses designated training coordinators and shift instructors for our hazardous materials and technical rescue teams. CFD requires all members of specialized teams to achieve or seek certifications in a timely manner in order to be on these special operation teams. The training staff will examine all certifications to ensure expert personnel are secured for instructing positions.

The department medical coordinator provides EMS training utilizing Target Solutions® and department personnel with special training certifications in the area of emergency medical services. The EMS coordinator attends frequent meetings with local hospital

ambulance managers to measure our performance in the field and to stay current with new medical curriculum policies and protocols.

Appraisal

The department has been very effective at utilizing personnel which have the teaching qualifications and expertise to meet the needs. This is apparent in that outside agencies request sending their personnel to the CFD basic recruit school for their initial training.

CFD is committed to providing certified and expert instructors for all classes we provide. The number of certified instructors will continue to increase over time with the requirement all company officers to hold instructor certification. This approach will be an effective way of maintaining a cadre of qualified instructors for CFD.

Plan

CFD training staff will continue to be responsible and maintain current instructors by an annual evaluation of the instructor list. A Fire Service Instructor I course will be held annually within the department. CFD instructors will have performance evaluations filled out by people taking their classes to ensure instruction is satisfactory. Changes will be made as needed.

References

8C.2 1 CFD Instructor List

8C.2 2 CFD Chief Training Officer Job Description

8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description

Columbia Fire Department training staff distributes current and pertinent instructional materials that are readily available to personnel. The Columbia Fire Department (CFD) offers several modes for personnel to access the materials to support the training program.

CFD instructional materials are up to date in regards to the latest NFPA standards. All CFD stations and the training academy maintain a current library of textbooks to support the training program. The CFD library inventory is kept current and checked daily by the company officer. Each of the 145 department members have access to Target Solutions®, the online database of CFD's current and past training calendars and reference material. All personnel are required to complete assignments on a monthly basis. CFD training staff organizes training by providing monthly drills, positional topics, and assignments. Staff also ensures required training and quizzes are completed in a timely manner. Department personnel also have access to outside resources in regards to fire and EMS training within this Target Solutions® platform.

Appraisal

The current system by which the department utilizes the training division to distribute training materials and keeping them up to date has proven to be effective. This one point of distribution ensures the training materials will be current and easily accessible to staff, and allow for easy management of the training materials.

Plan

CFD Training Division will continue to evaluate, update, and purchase textbooks to maintain station and training academy libraries. CFD Training Division will continue to review, revise, and produce an accurate online database pertinent to future trends and needs of the department.

References

8C.3 1 CFD Station library forms
8C.3 2 Target Solution File Center

8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

Description

The process for Columbia Fire Department (CFD) to purchase, develop, and modify the curriculum is primarily based on International Fire Service Accreditation Congress (IFSAC) certifications offered by Missouri Division of Fire Safety-Training Division (MO-DFS). Columbia Fire Department also uses curriculum that other training entities have developed and that meet NFPA standards. Curriculum based on specific operations to CFD are reviewed and modified periodically to the latest changing operational or industry trends, notification from trade journals, and fire service training entities.

CFD has been made aware of changing NFPA standards and required curriculum by MO-DFS. In past years, CFD training has kept the latest version of publications available. Currently, CFD utilizes the 6th edition of Essentials of Fire Fighting and Fire Department Operations. Training staff is already aware that in 2019, the 7th edition is scheduled to be released and MO-DFS will be using this for new IFSAC certifications that meet NFPA 1001 requirements. Plans are in place to move to the 7th edition as soon as possible. The same is true for CFD Hazardous Materials and Technical Rescue teams. CFD maintains the current textbooks for the department in these areas.

Appraisal

The method of analyzing national or industry changing trends and standards and the standards set by MO-DFS have proven to be an effective method of modifying existing curriculum. This ensures the department is staying current with the ever changing standards.

Plan

CFD Training Division will continue to evaluate, develop, and purchase textbooks to stay current at all levels of emergency operations. CFD Training Division will continue to review, revise, and modify curriculum on an annual basis.

References

8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description

CFD equipment utilized for training comes from several sources within the department. Training does use front line apparatus for training as well as a reserve apparatus that is assigned. All of the self-contained breathing apparatus (SCBA) assigned to training, are flow tested and maintain by certified CFD personnel annually. The apparatus assigned to training undergoes normal routine maintenance as outlined for other fire apparatus. It also undergoes annually pump testing, ground ladder testing and is maintained per manufacturer's recommendations. All CFD equipment is maintained according to manufacturer's recommendations and standards.

Appraisal

The maintenance of department apparatus and training equipment has proven to be an effective method for training delivery by the instructors. By properly maintaining equipment used during training, the department has not experienced delay or safety concerns.

Plan

The future plan with the renovation and addition of a new storage building is to increase the training academy's inventory of equipment. All equipment assigned to the Training Division will be maintained to manufacturer's recommendation or sent to them to be repaired.

References

8C.5 1 Scott SCBA Certifications

8C.6 The agency maintains a current inventory of all training equipment and resources.

Description

Columbia Fire Department's (CFD) inventory at the training academy is kept in data spreadsheets within a shared drive or tracked in the Firehouse® software. There are miscellaneous items of non-value that do not go in these spreadsheets. CFD does have training props that are movable; these items are not in our inventory spreadsheet either. At least once a year, the spreadsheets are audited to compare what is on hand at the training academy for accuracy. Currently inventory at training is kept in a data spreadsheet, this spreadsheet is edited when equipment is borrowed or removed from storage. Any time equipment is issued by or taken from training an email is sent to training describing the movement of equipment. Equipment deemed one time use (vinyl tarps), require a signature from the company and shift. This allows for tracking of those items and where use is occurring.

Appraisal

This method of tracking resources has not been as effective for real time tracking as the department would like. In the annual audit to compare equipment, it has been noticed that spreadsheets have not been updated when equipment was borrowed or thrown away due to damage.

Plan

The City of Columbia is currently working on a software program to inventory all of the City's equipment and resources. Once this software program is established, CFD will utilize this program, to better track any damage, repair, or removal of equipment. The City Project Management Team is working on this and plans on having it operational in 2019.

References

8C.6 1 Training Equipment Inventory

8C.7 A selection process is in place for training and educational resource materials.

Description

The Columbia Fire Department (CFD) current procedure to maintain educational resource materials is based on several aspects. The department adheres to current NFPA standards, changing operational or industry trends, and notifications from Missouri Division of Fire Safety. The above listed aspects of standards, trends, and requirements are typically the reasoning for CFD to purchase new educational resource materials. All CFD stations have a library consisting of current resource materials for promotional reading lists, staying current in our operational trends and for reference. The Training Division is responsible for sustainment of educational materials and stays abreast with vendors that supply educational resource materials to CFD.

Appraisal

The method in place for educational resource materials has been effective for the department. CFD has been able to remove outdated material and replace with current material in all CFD station libraries. The department stays informed of upcoming changes to NFPA standards or IFSAC certification updates.

Plan

CFD has formed a fire department improvement committee (FDIC) to evaluate current practices in regards to training and future anticipated needs of growth structure. Training staff will continue to maintain an awareness of upcoming changes by referencing NFPA standards and open communications with MO-DFS.

References

8C.7 1 CFD Station Library form

CC 8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.

Description

Columbia Fire Department (CFD) updates training materials based on several factors. Training materials are purchased to reflect changes in textbook editions, current NFPA standards, changes in operations, or to implement changes within current policy.

Department guidelines to ensure CFD is following current material is to reference Missouri Division of Fire Safety's Training Division (MO-DFS) recommendations, fire service trade magazines, IFSTA, Jones & Bartlett curriculum, and safety bulletins from manufacturers.

CFD has purchased new training material within the past budget year in several areas. The textbook curriculum topics include: Fire Instructor I, Technical Rope Rescue, and Fire Officer I. All of these topics are the current editions and meet the current recommendation by MO-DFS for certifications adhering to the current NFPA standard.

CFD observed a need to improve our computer simulation software due to software having limited uses in training. CFD purchased new software in the fall of 2017 which will provide more avenues to train our personnel.

Appraisal

This method has been effective for our department to maintain consistency in updating our training material. However, it has been identified that the current process does not have a formal timeline to ensure that all materials are effectively evaluated annually. CFD training staff in the past has sent out surveys to personnel to gain feedback on training material. These responses provided the department with feedback in areas of concern, unknown training needs /wants, and positive / negative comments in regards to training materials.

Plan

Beginning in 2019, CFD will conduct a formal review of all training materials on an annual basis. This review will be conducted in the first quarter of each year. This review will include review of all training materials and contact with the Missouri Division of Fire

Safety to ensure that CFD is using the current edition for each course taught based on the current certification exam. If a discrepancy is found, the department will begin the process to update to the current edition. If during the course of the year the training materials change editions the department will also begin the upgrade process at that time. The process will be tracked on a master training material list by training staff.

References

8C.8 1 Firefighter I & II Certification Program

8C.8 2 Hazardous Materials Certification Program

8C.8 3 Fire Officer Certification Program

8C.8 4 Fire Instructor Certification Program

8C.8 5 Driver/Operator Certification Program

Category IX: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

Summary:

The Columbia Fire Department (CFD) recommended, and the City of Columbia subsequently amended, the 2015 International Fire Code (2015 IFC) to provide required fire flows to all portions of the city via the public water supply. CFD works with the City of Columbia Water and Light as well as Consolidated Water District Number One to meet the minimum required flow. Developers within the city, or who wish to annex into the city, must provide the minimum fire flow throughout their development.

CFD works with the public water distributors and developers to resolve issues when deficiencies are identified.

The CFD has also adopted minimum hydrant spacing for commercial and residential zoning in order to provide adequate access to the water supply.

Performance Indicators:

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.

Description

The Columbia Fire Department has adopted the 2015 International Fire Code (IFC), appendix B with amendments to establish the minimum required fire flow for buildings within the jurisdiction.

Appraisal

The adopted 2015 IFC provides an effective method for establishing fire flow for the buildings within the jurisdiction.

Plan

CFD will continue to evaluate and enforce fire flow requirements as adopted.

References

9A.1 1 City of Columbia library municode IFC adoption and amendments

CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.

Description

The water supply system in the City of Columbia is maintained by Columbia Water and Light and Consolidated Water District Number One. Columbia Water and Light provides water service to domestic, commercial, institutional, and industrial customers within the City of Columbia limits as well as small areas adjacent to the city. Water and Light has contracted Jacobs Engineering Group to evaluate the water supply system and provide a long range water system study for future water supply demand. Water and Light currently estimates a 16.8 million gallon per day average production with a maximum daily production of 25.8 million gallons per day. The city utilities are capable of providing for the demand. The city utilizes fifteen shallow, alluvial wells and plans to add three wells in the future. The city also has one deep well located within the metropolitan area to serve as an emergency backup. The city maintains 4 pump stations, 5 elevated storage facilities and 3 aquifer storage facilities with a capacity of 19.3 million gallons. The City of Columbia plans for future near term storage facilities to expand to 22.5 million gallons of water.

During the plan review process, both the Fire Department and Water and Light conduct and analyze water calculations to ensure sufficient flow is available. The city utilizes the currently adopted fire code for fire flow calculations and NFPA 13 for all sprinkler calculation.

Additional water suppliers in the area consist of the University of Missouri which has its own deep well based water supply.

Appraisal

Columbia Water and Light, provide an adequate and reliable water supply for firefighting. This process has proven to be an effective method to ensure the Fire Department has an adequate and reliable water supply.

Plan

The CFD will continue to work with the water utilities to provide adequate water supply for the areas served.

References

9A.2 1 LongRangeWaterStudy.pdf

9A.2 2 2015 IFC Appendix B section 105

9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description

The Columbia Fire Department (CFD) maintains contact with water utilities and is involved in the planning and development of future infrastructure through a plan review process to insure compliance with fire flow requirements established in the 2015 International Fire Code (IFC), Appendix B and fire hydrant spacing requirements established in Appendix C. This plan review process is completed for each development project.

Appraisal

The water utilities for the City of Columbia provide effective infrastructure to meet fire flow requirements. The city provides redundancy and connectivity in regards to the water supply system to ensure adequate fire flow.

Plan

The CFD plans to continue to work with water utilities to provide adequate fire flow within its jurisdiction. The water utility will utilize the long range water study for strategic planning of infrastructure needs. Many of the projects outlined in that plan are well underway with more to come.

References

9A.3 1 LongRangeWaterStudy.pdf

9A.3 2 - Appendix B and C including amendments

9A.4 The agency maintains copies of current water supply sources and hydrant maps for its service area.

Description

Columbia Water and Light provides the Columbia Fire Department (CFD) with accurate hydrant maps and updates via the fire active GIS mapping system. The maps are provided in paper copy as well as electronic copy that is a live update within the GIS system. These maps are available on mobile devices utilized in the field.

Appraisal

The Columbia Fire Department maintains contact with the water utilities that provide service within the jurisdiction. During the plan review process, information is shared between the CFD and the water utilities. Maps are provided and updated for the CFD to use. This method has ensured current and accurate information on water supply and hydrant locations. As work is completed in the field, information is uploaded into the GIS application by the Water and Light field crews. This information is then up to date electronically. In addition, maps are also updated weekly for new construction projects as they are completed.

Plan

The CFD will continue to work with Water and Light to maintain up-to-date hydrant location information.

References

9A.4 1 Columbia hydrant map

9A.5 Hydrant adequacy and placement reflect the locality's known hazards and the agency's needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.

Description

The City of Columbia (CFD) has adopted the 2015 International Fire Code, Appendix C regarding fire hydrant locations. The CFD works with water utilities and developers within the jurisdiction to design and enforce the hydrant spacing, flow and location ordinance.

Appraisal

The City of Columbia has adopted and enforces a recognized standard regarding fire hydrant placement for known hazards. The City of Columbia has adopted and enforces the 2015 International Fire Code appendix B with amendments to C105.1 and C105.2 regarding fire hydrant placement for known hazards.

Plan

The CFD will continue to work with the utilities and developers to provide fire hydrants in locations where known hazards exist.

References

9A.5 1 Columbia hydrant map

9A.5 2 City ordinance adopting fire code and appendices

9A.5 3 Long Range Water Study.pdf

9A.6 Fire hydrants are located so that each is visible and accessible at all times.

Description

The Columbia Fire Department (CFD) has adopted the 2015 International Fire Code which requires a 3 foot clearance around fire hydrants. Hydrants are also protected from impact as required. Hydrants are placed in accessible areas and are maintained. The CFD works with the water utilities to ensure hydrant clearances and accessibility. A citizen portal is also provided to allow for notification of obstructed fire hydrants. The CFD and water utilities work together to maintain the hydrants and clearances as a part of annual testing.

Appraisal

Columbia Water & Light tests and maintains the fire hydrants annually. During their maintenance program they ensure that hydrants are visible and accessible. They remove obstructions during the inspection. The CFD also takes initiative to mitigate and report hydrant issues as well as and respond to citizen reports of obstructed or damaged fire hydrants. If the CFD cannot mitigate the issue we will report it to Water & Light.

Plan

The CFD will continue to work with the water utilities and citizens to ensure fire hydrants are visible and unobstructed.

References

9A.6 1 Citizen portal link to report obstructed hydrants

9A.6 2 2015 IFC Chapters 312

9A.6 3 2015 IFC Chapters 507

9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Description

Columbia Water & Light Engineering has a fire hydrant flow testing and inspection program in place. The Columbia Fire Department (CFD) has adopted Operational Bulletin TST-4 as the standard for testing fire hydrants. This ensures the hydrants have adequate water flow and pressure for firefighting operations. During this process the hydrants are inspected, tested and maintained per adopted fire code and NFPA 25. Violations are noted and information regarding the violation is shared with the CFD and utilities.

Appraisal

The procedures adopted by Water and Light and the CFD ensure fire hydrants are tested on an annual basis. The use of the flow analysis and testing have proven effective for the firefighting water supply

Plan

The CFD will continue to work with Water and Light to ensure fire hydrants are maintained.

References

9A.7 1 Press Release announcing hydrant testing

9A.7 2 2015_IFC_4th

9A.7 3 25-17-Standard for the Inspection Testing and Maintenance of Water-Based Fire Protection Systems PDF

9A.7 4 Columbia Fire Department OB TST-4

9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

Description

The Columbia Fire Department (CFD) maintains an Operational Bulletin (ERP-20: Limited Water Emergencies) to address responses to areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in the public water supply. The department participates in Statewide Mutual Aid. In the event CFD has the need for tanker water supply, the department would utilize Mutual Aid and request tanker support from the Boone County Fire Protection District. Each BCFPD tanker is also equipped with a 2000 gallon folding tank and all necessary drafting equipment. Additionally, each CFD engine/quint carries the needed equipment to draft from a static water source.

Appraisal

The CFD is prepared to operate effectively in an area without sufficient hydrants or in the event of a disruption in the public water supply. This method has proven to be effective for over 20 years.

Plan

To ensure readiness for limited water supply situations, the CFD will maintain the informal agreement with the BCFPD. Operational Bulletin ERP-20: Limited Water Emergencies continues to meet our operational needs however it will be reviewed and revised as needed for currency. Interagency training with our mutual aid partner (BCFPD) will occur.

References

9A.8 1 Columbia Fire Department OB ERP-20

9A.9 The agency has operational procedures in place outlining the available water supply.

Description

Operational Bulletin ERP-20 is the Columbia Fire Department (CFD) standard for incidents involving limited water supply. The CFD, Boone County Fire Protection District (BCFPD), and water utilities work together to evaluate the adequacy of the water supply. In the event of a large incident, BCFPD or the utilities may be contacted to assist the CFD and provide more water to meet the demand.

Appraisal

The City of Columbia Water and Light provides the Fire department with information regarding the available water supply. The BCFPD can provide tanker water shuttle if other water resources are needed. This method has proven effective.

Plan

The CFD will continue to work with the utilities within its jurisdiction and the surrounding fire protection district to provide adequate water supply as established in ERP-20 as the department standard for limited water emergencies.

References

9A.9 1 Columbia Fire Department OB ERP-20

Criterion 9B: Communication Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

The Columbia Fire Department (CFD) has an adequate, effective and efficient emergency communications system. The system, is operated by Boone County Joint Communications (BCJC), and is reliable and able to meet all of the needs. BCJC now occupies a new state of the art dispatch facility which houses the dispatch center as well as the Boone County Office of Emergency Management. BCJC serves as the communications center for all 911 calls and emergency radio communications in Boone County. This includes all Fire, EMS and Law Enforcement agencies.

Performance Indicators:

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

Description

The Columbia Fire Department (CFD) employs a variety of communications systems to maintain operational capabilities. These systems include a VHF radio system operated by Boone County Joint Communications (BCJC), separate cellular communications, wireless text alerting and the mass notification system RAVE.

Section 510 of the adopted 2015 International Fire Code addresses emergency responder radio coverage inside buildings. This locally adopted code requires emergency responder radio coverage in all new and existing buildings.

CFD performs a daily test of our VHF radio system and a weekly test of our alpha paging system. This testing combined with day-to-day activities ensures the primary means of communication. The VHF system is regularly evaluated on calls within the department's jurisdiction and auto/mutual aid calls into other jurisdictions. Alternate means of communications are exercised less frequently but often enough to ensure their performance.

The CFD has identified structures within its jurisdiction that do not have adequate coverage and worked closely with BCJC and building owners to address these issues.

Appraisal

The process of identifying and ensuring communications has proven to be effective. The areas that the department identified as not having adequate coverage were also areas of need for BCJC. Through a concerted effort, additional equipment was added to increase radio coverage in that area and the surrounding areas in the jurisdiction.

Plan

CFD will continue working with local agencies and private entities to address any radio coverage issues that arise.

The CFD will maintain its long practice of daily radio testing and weekly paging testing to ensure these systems meet our operational needs

References

9B.1 1 Map showing radio tower locations

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC is technologically advanced communications center capable of receiving both automatic and manual early warning and reporting signals. Some examples of the system used include the National Warning System (NAWAS), the Missouri Uniform Law Enforcement System (MULES), the NOAA Weather Radio Receiver and the FirstWatch Real-Time Early Warning System.

The communications operators all operate logged into the MULES system. In the event of an emergency notification, a message appears for the operator. The NOAA weather radio system is tone activated by the National Weather Service, this is then voiced over all the operators' consoles. All the systems under go weekly and monthly testing to ensure they are fully functional.

Appraisal

The system of receiving emergency reporting signals has been sufficient for the agency. All the systems are interconnected and report the same information by different means and are tested regularly.

Plan

The CFD will continue to monitor and recommend changes to BCJC when needed.

References

9B.2 1 NAWAS Operations Manual

9B.2 2 FirstWatch Overview

9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC is co-located with the Boone County Office of Emergency Management in a modern 27,915 square foot facility. The facility is hardened to FEMA 361 standards and is equipped with a fully integrated video surveillance system, access control system, and building automation providing status monitoring and alerting for emergency power generators and the uninterrupted power supply systems, as well as fire and water detection alarms. BCJC hosts 26 call-taker/dispatcher workstations. Each workstation is furnished with modern technology, including an Enhanced 911 Telephone, a Radio Control Console, an Instant Recall Recorder, Desktop Mapping software with Rapid SOS integration, Computer-Aided Dispatch (CAD) with Mobile Data and AVL integration, and Professional Quality Assurance (ProQA) software for police, fire and emergency medical dispatch. Various other programs such as Rave 911 Suite and Rave Alert are also utilized. BCJC hosts two workstations dedicated to the Boone County Amateur Radio Emergency System (BCARES), which is a Ham Radio system providing additional communication options in the event of a large scale natural disaster. BCJC maintains a fully functional, standalone backup center. The backup center is a 2,954 square foot facility that is geo-diverse and includes nine fully operational dispatch workstations equipped identically to the primary PSAP. The backup center is also equipped with an uninterrupted power supply system, emergency power generator, alarm and video surveillance systems with access controls.

Appraisal

BCJC is a state of the art facility designed to ensure efficiency, comfort and compliance to all local, state and national standards. In addition, the facility is designed for future growth in the area.

Plan

In 2017 BCJC is working on a change in the CAD system. Through this change, front line apparatus will each have a mobile device that is directly linked to the CAD system. This will allow for more accurate time stamps as well as provide mapping and access to additional data on those devices.

The CFD will continue to monitor and make recommendations on adjustments that may be necessary to BCJC.

References

9B.3 1 Evans Consoles Data Sheet

9B.3 2 Avtec Scout Operator Training Workbook

9B.3 3 GeoLynx-Desktop Mapping Data Sheet

9B.3 4 ProQA Data Sheet

9B.3 5 Rave 911 Suite White Paper

9B.3 6 BCARES Emergency Net SOP

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC has provisions in place to provide reliable uninterrupted electrical power supply for several days. BCJC is equipped with two redundant 400kw diesel generators with onsite fuel storage of one thousand gallons, and two 144kw UPS systems. All systems are tested and exercised once a week under full load. All systems are located inside enclosures hardened to FEMA 361 standards with controlled access.

Appraisal

The uninterrupted electrical power supply for the ECC is reliable and has automatic back up. The system has proven to be sufficient to meet the needs of BCJC.

Plan

The CFD will continue to monitor and recommend changes if necessary to BCJC.

References

9B.4 1 Eaton 9390 UPS Automatic Technical Specs

9B.4 2 BCJC UPS Automatic testing email

9B.4 3 Emergency Power Generator Service Record

9B.4 4 Generator Testing Log

9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC ensures there are an adequate number of personnel on duty to handle anticipated call volume. A supervisor is always on duty. When additional staff is required, the on-duty supervisor has the authority to begin call-back procedures utilizing time efficient preconfigured templates in the Rave Alert System. Triggers for call-backs include major events, severe weather warnings, technology failures and minimum staffing shortages.

Appraisal

There are a sufficient number of dispatchers on duty to manage the expected call loads during normal and peak time periods.

Plan

BCJC is planning on adding additional personnel to their staff to all for additional dedicated call takers as well as the ability to split the Fire and EMS dispatcher position. Currently Boone County has authorized the additional positions and BCJC is in the process of adding personnel. This is in an effort to reduce the call processing time.

References

9B.5 1 Boone County Joint Communications Center minimum staffing memo

9B.5 2 BCJC Minimum Staffing Memo

9B.5 3 BCJC Org Chart

9B.6 A maintenance program is in place with regularly scheduled system tests.

Description

In conjunction with the Boone County Joint Communications Center (BCJC), the Columbia Fire Department (CFD) performs a daily test of all mobile radios assigned to front line and reserve Emergency Services Division apparatus, as well as key specialty vehicles. Also, fire station radio receivers and direct-line telephone circuits are tested twice daily. On Sundays, the radio test is expanded to include the officer's handheld radio from each front-line apparatus. On Mondays, the daily radio test is supplemented by a test of all department-issued voice pagers. On the first Wednesday of every month, the civil defense outdoor emergency warning sirens are tested. During this test, all fire station receivers and voice pagers are alerted to advise personnel of the system test. This allows personnel the ability to ensure notifications are received during civil defense warning situations. BCJC also participates in the monthly Region F MOSWIN test.

Appraisal

The various daily communications tests meet our current needs well. They ensure the continued efficiency of the radio system. Radio-specific technical problems have been rarely identified. The CFD does not maintain records of the tests; however, the tests are recorded and documentation is available from BCJC staff.

Plan

There is no current plan to change the current maintenance and/or testing procedures. The fire department will continue to participate in the established testing as well as the occasional request to assist BCJC staff with maintenance or other testing.

References

9B.6 1 BCJC Outdoor Warning Siren Test Procedure Memo

9B.6 2 BCJC Radio & Pager Test Procedure Memo

9B.6 3 MOSWIN Region F Monthly Interoperability Test Report

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

Description

The Columbia Fire Department (CFD) has not established time-based performance objectives for alarm handling for Boone County Joint Communications (BCJC) in the past. This has been a missing component and has been addressed.

Appraisal

The CFD has established time-based performance objectives for alarm handling for Boone County Joint Communications (BCJC). These objectives have been discussed with BCJC administration. Currently, the benchmark is set at two minutes for all call types and a gap has been identified. The department now meets with the Deputy Communications Director and the Operations Manager on a monthly basis to analyze the performance and work on ways to improve.

Plan

CFD will analyze alarm handling times on a monthly basis for all calls and annually by risk category and classification. In addition, CFD and BCJC have begun meeting on a regular interval to discuss issues that both agencies are experience and to work on solutions in the gap between baseline and benchmark alarm handling times.

References

9B.7 1 Alarm handling times 2017-2015

9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC has a comprehensive six-month Emergency Telecommunicator (ETC) training program. Each ETC is certified by the International Academies of Emergency Dispatch (IAED) as an Emergency Medical Dispatcher (EMD), Emergency Fire Dispatcher (EFD) and Emergency Police Dispatcher (EPD). Continuing Dispatch Education is required, and re-certification occurs every two years. BCJC is recognized by the IAED as an Accredited Center of Excellence in police, fire and emergency medical dispatch.

Appraisal

The current training program is adequate and meets the needs of BCJC.

Plan

The CFD will continue to monitor and make recommendations on changes if the need arises.

References

- 9B.8 1 BCJC ETC Training Program Summary
- 9B.8 2 BCJC Continuing Dispatch Education Policy
- 9B.8 3 BCJC Emergency Dispatch Certification Policy
- 9B.8 4 BCJC Training Program Summary Memo
- 9B.8 5 MO DPS 911 Training & Standards Act
- 9B.8 6 BCJC Training Certificate Examples (CPR, EFD, EMD, EPD, ETC)

9B.9 The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC is the combined 9-1-1 Public Safety Answering Point (PSAP) and dispatch center serving emergency services countywide. Primary voice communications and call notification for the CFD occur on a multi-channel, multi-site VHF two-way radio system with provision for backup and redundant operations. This system integrates a repeater system to allow for even greater radio coverage. BCJC maintains separate direct contact with the University of Missouri Police Department (MUPD) for whom CFD provides response services. For extended local interoperable communications, CFD user radios each have the Boone-Com channel, a dedicated countywide radio resource programmed into all public safety and public agency radios. On a larger scale BCJC is a participant in the Missouri Statewide Wireless Interoperable Network (MOSWIN) radio system. This system provides a statewide interoperability platform and access for local agencies to achieve interoperable communications with state, regional and federal agencies, when necessary. BCJC also maintains two workstations dedicated to the Boone County Amateur Radio Emergency System (BCARES), which is a ham radio system allowing additional communication options in the event of a large scale natural disaster.

Appraisal

The CFD and its surrounding emergency responders rely on interoperable communications on a daily basis. Anytime we operate outside our primary jurisdiction we operate on the jurisdiction's radio frequency or on a statewide designated mutual aid frequency. The interoperability of communications is tested frequently and has proven to be effective.

Plan

The CFD will continue to monitor and evaluate the interoperability of the communications system and make any necessary recommendations to BCJC when needed.

References

9B.9 1 MOSWIN map book

9B.9 2 BCARES Emergency Net SOP

9B.9 3 2017 CFD talk out coverage map

9B.9 4 2017 CFD Mobile and portable radio talk in coverage map

CC 9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.

Description

The Columbia Fire Department (CFD) is dispatched by Boone County Joint Communications (BCJC). BCJC is responsible for all emergency dispatch services for the entire area of Boone County, Missouri. This includes all fire, EMS and law enforcement agencies. Monthly, there is a technical group called tech ops, that meets to work on issues that have arisen or changes that need to be made. This meeting is hosted by BCJC and representatives from each jurisdiction attend. BCJC also includes monthly compliance reports at this meeting. Quarterly, there is a BCJC advisory committee meeting hosted by BCJC. This committee is attended by the fire chief. This meeting is to discuss short and long term issues. BCJC is an accredited through International Academies of Emergency Dispatch (IAED) and has specific performance objectives as part of that accreditation process. The CFD also receives a monthly call answering time report as well as a call processing time report. These reports are used to complete an annual appraisal of the communications system and its impact of meeting our goals and objectives.

Appraisal

In 2017, the first formal documented annual appraisal was conducted for the communications system. This process was an effective method for evaluating the 2017. The department and BCJC will continue to conduct a documented annual appraisal together.

Plan

The CFD will continue to evaluate the emergency communications system and its impact on goals and objectives. In addition to an annual appraisal, the two agencies, CFD and BCJC will meet on a monthly basis to evaluate the alarm handling time and any other issues that arise.

References

9B.10 1 2017 Emergency Communications System annual appraisal

9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description

The Columbia Fire Department (CFD) uses Boone County Joint Communications (BCJC) to provide emergency communications and dispatch services. BCJC utilizes International Academies of Emergency Dispatch (IAED) Emergency Medical Dispatch Protocols. IAED protocols are locally approved and allow call-takers to provide pre-arrival emergency medical instructions to callers. Protocols are applied through Professional Quality Assurance (ProQA) Software integrated with CAD to providing appropriate triage and dispatch of calls. BCJC is recognized by the IAED as an Accredited Center of Excellence (ACE) in Emergency Medical Dispatch.

Appraisal

BCJC has been an advanced ProQA center, using MPDS since 2004. This system has proven to be a very valuable tool at determining the nature of the call as well as providing the customers with pre-arrival instructions.

Plan

The CFD will continue to monitor and suggest adjustments as necessary.

References

9B.11 1 ProQA Data Sheet Priority Dispatch Corp

9B.11 2 [IAED](#) EMD Accreditation letter 2014-07-08

9B.11 3 BCJC Medical Director Service Agreement

9B.11 4 [IAED](#) EMD Accreditation letter

9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance.

Description

Boone County Joint Communications (BCJC), relies on the on duty supervisor to begin recall procedures when deemed necessary. Triggers for call-backs include major events, severe weather warnings, technology failures and minimum staffing shortages. If there is a known event either planned or forecast, additional personnel are scheduled. Currently, when additional staff is required, the on-duty supervisor has the authority to begin call-back procedures utilizing time efficient preconfigured templates in the Rave Alert System.

Appraisal

This method of recall of off duty personnel has proven to be an efficient and effective method. This system has been utilized and worked well.

Plan

BCJC will continue to utilize the system in place and make adjustments as necessary.

References

Criterion 9C: Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Summary:

CFD has administrative support services and general office systems in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions. These functions include organizational planning and assessment, resource coordination, data analysis/research, record keeping, reporting, business communications, public interaction and purchasing.

Performance Indicators:

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

Description

Columbia Fire Department's (CFD) administrative support services are appropriate for the agency's size, function, complexity and mission and are adequately staffed and managed. Administrative authority and support is provided by the Fire Chief through the chain of command. The Deputy Fire Chief manages plans, organizes and directs administrative activity. The Assistant Chief of Fire Suppression manages plans, organizes and directs fire suppression and training activities. The Assistant Chief/Fire Marshal manages plans, organizes and directs the fire prevention and fire investigation activity of the Fire Marshal's division including public education efforts.

Appraisal

The administrative support services are appropriate and effective for the size, function and complexity of CFD. This structure was put in place during a reorganization of fire administration that occurred in April of 2015.

Plan

CFD continues to monitor and make changes as needed to the administrative support services.

References

9C.1 1 2017 Columbia Fire Department Organizational Chart

9C.1 2 Columbia Fire Department Job Description Fire Chief

9C.1 3 Columbia Fire Department Job Description Deputy Fire Chief

9C.1 4 Columbia Fire Department Job Description Assistant Fire Chief

9C.2 Sufficient general office equipment, supplies, and resources are in place to support agency needs.

Description

The Columbia Fire Department (CFD) has sufficient general office equipment, supplies and resources in place to support departmental needs. Each of the nine fire stations have computer workstations, standardized computer software, telephones, printing capabilities, internet and intranet access, and an assortment of office supplies. The main business office, Fire Administration, is located at Station 1 which is equipped with high quality printing, scanning, faxing and computer capabilities. Each station acquires general office supplies from supplies at Fire Administration or individual company officers via City issued credit card.

Appraisal

The general office equipment, supplies and resources to support the agencies needs are adequate. Funding for office equipment, supplies and resources is outlined in the fire department's budget.

Plan

CFD continues to monitor and make changes as needed to the office equipment and supplies.

References

9C.2 1 City of Columbia Adopted Budget FY 2017, pages 347 - 352

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.

Description

The Columbia Fire Department (CFD) technological resources and the information management system are appropriate to support the needs of the agency. The City of Columbia has a dedicated Information Technology staff with 24/7 access. Access is available to technical support personnel with expertise in hardware and software programs deployed by CFD. CFD utilizes Microsoft Windows 7 Professional operating system and Firehouse software as the records management system.

Appraisal

Computer hardware and software systems are appropriate and effective in meeting the needs of the CFD. Additionally, with any issues the CFD has, there is 24/7 access to technical support personnel.

Plan

The CFD continues to monitor and make changes as needed to technology resources.

References

9C.3 1 2017 Columbia Fire Department Computer Inventory

9C.4 Public reception and public information (i.e. public information officer)
components support the customer service needs of the agency.

Description

The Columbia Fire Department (CFD) public reception and public information components support the agency's customer service needs. The business office for CFD is open Monday through Friday from 0800-1700 hours. Through this office routine public interaction occurs in areas such as fire station tours, scheduling of fire extinguisher classes, payment for services, general inquiries and fire prevention / life safety questions, etc. Additionally the CFD has an active public access website at <http://www.como.gov/fire/> which provides information about the CFD, career opportunities, fire station locations, performance reports, safety in the home and workplace links, weather safety and contact information among others.

The CFD Assistant Fire Chief/Fire Marshal serves as the designated public information officer who gathers and prepares emergency scene information for the media, provides on-camera interviews and disseminates public safety information via traditional media and social media.

Appraisal

The current CFD public reception and public information components support the customer service needs of the community.

Plan

The CFD continues to monitor and make changes as needed to the public reception and public information components.

References

9C.4 1 Columbia Fire Department Website (Screen Capture)

CC 9C.5 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

The Columbia Fire Department (CFD) maintains current organizational documents, forms and manuals. The Operational Bulletins (OB's) and organizational forms are updated on a rolling schedule. Each month two OB's are reviewed by the department and updated as needed. Anytime a document requires updating, the department posts the changes for 30 days prior to making it effective unless it is an emergency situation. This timing allows for all personnel to review the pending changes.

Appraisal

CFD documents, forms and manuals are maintained and up-to-date. This method of review allows personnel to have input as well as keep them current on the policies and procedures.

Plan

CFD continues to monitor and make changes as needed to the organizational documents, forms and manuals.

References

9C.5 1 Columbia Fire Department Operational Bulletin review schedule

9C.6 Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

Description

Columbia Fire Department administrative support staff members were hired through a competitive selection process and receive regular, on-going training through the City of Columbia’s City University and Information Technology Department. Employees are provided time to attend training during normal work hours.

Appraisal

Columbia Fire Department administrative support staff members have adequate training and education to perform their roles and responsibilities.

Plan

The CFD will continue to encourage employees to seek additional training through the City of Columbia and provide time off for them to attend this training.

References

9C.6 1 Administrative Support Staff training hours

9C.7 Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Description

The City of Columbia and the Columbia Fire Department (CFD) follow Missouri Revised Statute Chapter 109, Section 255 regarding minimum retention periods for administrative, fiscal and legal records. The CFD also follows Missouri Revised Statute Chapter 610 making all open records available per state law.

Appraisal

The CFD meets all state guidelines for maintaining records, making them available and disposing of them in a proper manner.

Plan

The CFD will continue to follow local, state and federal mandates for public records.

References

9C.7 1 Missouri Revised Statute Chapter 109

9C.7 2 Missouri Revised Statute Chapter 610

Category X: External Systems Relationships

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.

Summary:

The Columbia Fire Department (CFD) has a good working relationship with all the fire departments in Boone County, as well as many others at the state and national level. The departments work together to provide the best service in the most cost efficient manner possible to all of our customers.

Performance Indicators:

CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.

Description

The Columbia Fire Department (CFD) develops and maintains outside relationships that support its mission, operations, and cost effectiveness. The CFD understands the important benefits to these relationships. By maintaining these relationships, it affords the CFD opportunities in many areas including community support, training facilities, resources and many more. Some of the relationships include; Columbia Public Schools Partners in Education, University of Missouri Fire Rescue Training Institute (MUFRTI), International Association of Fire Chiefs, Heart of America Accreditation Task Force, Regional Homeland Security Oversight Committee, Local Emergency Planning Committee, Region F Incident Support Team.

Appraisal

The CFD understands the importance of developing and maintaining these external relationships, and the success which they can bring. The relationships that the department has developed and maintained have proven to be very effective in many ways. The relationship with MUFRTI has been mutually beneficial for both agencies in the support of the mission and operations. The department provides some equipment and training locations in return for training opportunities that would not otherwise be possible.

Plan

The CFD will continue to develop and maintain outside relationships.

References

10A.1 1 RHSOC agenda

10A.1 2 Local Emergency Planning Committee agenda

10A.1 3 Region F Incident Support Team agenda

10A.1 4 PIE document

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency's mission, operations, or cost effectiveness.

Description

The strategic plan identifies the need for relationships with external agencies. The plan doesn't identify the exact agency; however it does provide guidance in what services to look for. Throughout the plan period, the department will work to determine the additional agencies with which relationships are needed.

Appraisal

The CFD has always worked to identify and develop relationships with agencies and organizations which will be helpful to both agencies in accomplishing goals, objectives and critical tasks. This has proven effective in the past with public education efforts on the University of Missouri campus. Each year the department participates in an event called Fire Factor. This event is used to educate the students on fire safety.

Plan

The CFD will continue to identify and develop relationships with external agencies.

References

10A.2 1 2016-2019 City of Columbia Strategic Plan (pgs.: 46, 49, and 50)

10A.2 2 MU Fire Factor

10A.3 The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.

Description

The Columbia Fire Department (CFD) believes that relationships are vital in achieving goals and objectives. The department is continuously looking for new relationships that will assist in this way. We achieve this by our continuous review of incidents we respond to. The monthly and annual reviews we do with our programs identify gaps. When gaps are identified, we look for functional relationships which can assist in filling in those gaps. A good example of this, is the work with off campus housing. In the past several years, the number of off campus housing units has significantly risen. This created a new dynamic and a gap in the fire prevention program. Once this was identified, work began to research opportunities to fill the gap. The department has solidified its relationship with the University of Missouri's off campus student services organization. Through this organization and the relationship, the department has begun attending their Housing Fair, where information is provided on fire safety.

Appraisal

The CFD has always done a good job with functional relationships. These relationships have proven to be very effective in assisting in achieving department goals and objectives. This includes relationships with the University of Missouri and their Environmental Health and Safety Department (EH&S), the Missouri National Guard's 7th Civil Support Team (7th CST), Boone Hospital Center Ambulance Service, University Hospital Center Ambulance Service, Mid-Missouri Bomb Squad, and Mizzou Fire Rescue Training Institute (MUFRTI) and many others.

Plan

The CFD will continue to maintain the current relationships as well as continue to analyze trends to identify the need to expand and consider other functional relationships.

References

10A.3 1 Mid-Missouri Bomb Squad MOU

10A.3 2 Memorandum of Understanding with MU EH&S

10A.3 3 MU Fire Factor

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

Description

The Columbia Fire Department (CFD) values it's relationships with external organizations. CFD regularly meets with all external organizations with which the agency has a defined relationship. During these meetings discussions about things that have happened operationally; this includes the good and the bad. Generally, any conflict can be resolved at this level after the proper research is completed. If unable to resolve the conflict it would be forwarded up to the governing bodies of the city and the other organization.

Appraisal

In the past the CFD has not had to utilize a formal process. The department has been able to utilize a diplomatic approach to resolving issues that have arisen. The CFD has identified the lack of a policy as a gap and has written a policy GEN-16 to address this gap.

Plan

CFD will use the CFD Operational Bulletin GEN-16 to address any conflicts which arise with external agencies. CFD will also continue to monitor and make changes as necessary.

References

10A.4 1 CFD Operational Bulletin GEN-16

Criterion 10B: External Agency Agreements

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

Summary:

The Columbia Fire Department (CFD) maintains agreements with external agencies. The department keeps the agreements current, and they support organizational needs. Any and all agreements are reviewed and kept current.

Performance Indicators:

CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

Description

The Columbia Fire Department (CFD) external agency agreements are current and meet necessary objectives. These agreements include an agreement with both EMS transport agencies within the jurisdiction. This agreement outlines the ability for CFD paramedic staff to assist the ambulance crew once on the scene with advanced life support (ALS) care. A second agreement is with the Mid Missouri Bomb Squad. This agreement outlines the participants in the squad and outlines the purpose, mission and operation.

Appraisal

The CFD reviews the external agency agreements at least annually to ensure they are current and meet operational objectives and needs. These agreements have proven to be valuable to all agencies involved. CFD has found the annual review of the agreements also meets the needs of the department, however the department has identified the need to ensure all external agreements are completely updated a minimum of once every five years. This procedure is outlined in CFD Operational Bulletin GEN-15.

Plan

The CFD will continue to review and ensure the effectiveness of all external agency agreements, making updates when necessary.

References

- 10B.1 1 Mid Missouri Bomb Squad agreement
- 10B.1 2 Ambulance Service MOU for paramedics
- 10B.1 3 Analysis Report Schedule
- 10B.1 4 CFD Operational Bulletin GEN-15

10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

Description

The Columbia Fire Department has a process by which agreements are managed, reviewed, and revised. Agreements are generally in the form of city ordinance, or a plan. There is language written directly into the ordinance, or the plan, that spells out the frequency of the management and review process.

Appraisal

The CFD has not had a clearly defined timeline for review and updating. As a result in this the department now has an Operational Bulletin GEN-15 which outlines the process. Each year in March, Fire Administration staff will review all external agreements and log the information once completed.

Plan

CFD will continue to manage, review and revise agreements with outside agencies as outlined in the agreement and as outlined in CFD Operational Bulletin GEN-15.

References

10B.2 1 SEMA Callaway Nuclear Plant agreement

10B.2 2 Analysis Report Schedule

10B.2 2 CFD Operational Bulletin GEN-15