



Five-Year Strategic Plan

2017-2021

City of Columbus Division of Fire



THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

DIVISION OF FIRE

City of Columbus Division of Fire

Mayor Andrew J. Ginther

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Executive Summary

The men and women of the Columbus Division of Fire remain committed to providing our community with excellent and compassionate emergency services. We are committed to providing our Division with the training, equipment, and leadership needed to fulfill this goal and achieving the mission of the Division.

In order to do this, we continually evaluate our operations to ensure we consistently exceed the expectations of our community with our focus being “how can we do it better.”

In 2015, Fire Chief Kevin O’Connor identified six Strategic Initiatives to guide the Division of Fire’s planning over the next five years. The initiatives include:

- Assure our recruitment plan effectively seeks the best, most diverse work force;
- Manage our budget and fiscal needs while improving cost efficiency;
- Provide an effective and appropriate response to all service areas;
- Provide members with the most up-to-date training;
- Monitor the adequacy of our tools, equipment and facilities; and
- Constantly evaluate our technology needs.

Since that time, these guideposts have served to structure the Division’s strategic planning efforts. The Division employs modern IT tools to collect quantitative data on agency performance, emerging regional trends and national best practices, along with internal and external recommendations, to design and execute a strategic vision that accomplishes the Division’s mission.

In 2017, the Division of Fire conducted a thorough assessment of its performance in all service areas and identified key areas of opportunity within the context of a constantly growing region. Recommendations were developed by the heads of the Division’s various bureaus and offices based on quantitative data, internal and external feedback and other sources, with a focus on achieving the goals the Fire Chief had set out.

In this document, the six Strategic Initiatives serve as goals, establishing the elements of what the Division needs to accomplish to best serve its community. With those goals in mind, the Division has developed a set of strategic objectives that would drive its efforts to attain those goals. Each objective has been assigned a timeframe, responsible party, critical tasks and performance measures/project milestones. These elements will ensure that the Division’s progress over the next five years is transparent and that an accountability structure is in place.

External Stakeholder Input and Expectations

Mayor, City Council and Other Municipal Agencies

The Division of Fire maintains regular communications with the Mayor's Office, the City Council, the Council's Committee on Public Safety, the Department of Public Safety and other agencies within the City government. City-wide strategic priorities and priorities directly related to fire and EMS response are conveyed through formal and information meetings, phone calls and electronic communications. As a proud service of the City, the Division of Fire tries to lead the way on strategic initiatives that have been identified by the City leadership. In particular, the present strategic plan speaks to the emphasis placed on recruiting and diversity included in Mayor Andrew Ginther's Budget Proposal for fiscal year 2017. The plan also includes a number of collaborative efforts with other Columbus municipal departments.

Community

The Columbus Division of Fire has identified expectations from its community and stakeholders mostly through monthly station level neighborhood coalition meetings, city council meetings and by reviewing complaints and letters of praise. Through these various forums, the community at-large has a means of voicing their expectations at regular intervals.

Regional Partners

The Columbus Division of Fire has assigned Battalion Chiefs in all seven battalions to engage monthly with representatives from our mutual and automatic aid fire agencies in neighboring cities, towns and townships. In addition, a number of these Division of Fire liaisons have been assigned meet with regional hospitals, utilities and educational institutions. These meetings ensure open lines of communication and encourage agencies to share resources, develop collaborative plans and to offer input about the strategic vision of their respective organizations. Division Executive Staff serve on a number of regional boards, committees and associations where they are able to establish communications with Central Ohio partners.

Exchanges such as these have informed the Division's vision on where processes could be improved and where additional intervention is needed. In turn, a number of objectives in the strategic plan draw on the relationships and resources made available through our long-term partnerships with agencies and groups outside the Columbus municipal government.

The Columbus Covenant

Vision:

To be the best city in the nation to live, work, and raise a family

Mission:

To provide leadership that will inspire: high standards of excellence in the delivery of city services; as spirit of cooperation, pride and responsibility to achieve strong, safe and healthy neighborhoods; and, a shared economic prosperity and enhanced quality of life. We undertake this mission believing and knowing that we can make a difference for future generations.

Principles of Progress:

- Prepare the city for the next generation
- Promote a diverse and vibrant economy that offers everyone and opportunity to share in our prosperity
- Deliver measurable, quality public services and results to our residents
- Advance our neighborhoods
- Challenge ourselves to realize our city's promise and potential

Mayor Andrew J. Ginther's Goals and Strategic Priorities:

- **Neighborhoods** – engage and promote strong, distinct and vibrant neighborhoods, with particular focus on the greater Linden and Hilltop areas.
- **Safety** – enhance safety in all Columbus neighborhoods through the effective, efficient and sustainable deployment of resources, and community-driven safety strategies.
- **Economic Development** – promote economic opportunity and shared prosperity through public investment and policies that help create jobs, increase median wages, improve access to affordable housing, and strengthen neighborhood infrastructure.
- **Early Childhood Development and Education** – invest in programs and initiatives that reduce infant mortality and prepare children for future success, including high-quality pre-kindergarten, after school care, and summer programs.
- **Diversity and Inclusion** – promote diversity and inclusion across all city operations, and increase workforce and supplier opportunities for minorities and females.
- **Operational Efficiencies** – complete a comprehensive review of city operations, identify efficiencies and reinvest savings in critical city services and programs.

Department of Public Safety Mission

To provide quality, dependable safety services to the citizens of Columbus by maintaining safe neighborhoods and working cooperatively with citizens to minimize injury, death and property destruction.

Division of Fire Mission and Vision

Mission

To serve our community by:

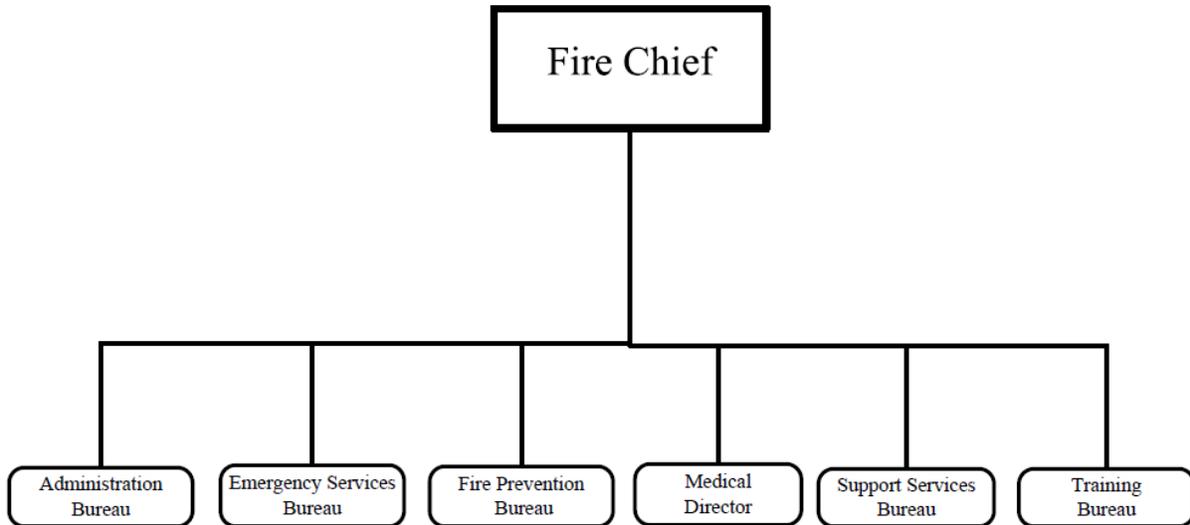
- Preventing emergencies through education and inspection;
- Minimizing injury, death and property destruction due to fire, natural disaster and other emergencies; and,
- Minimizing injury death and suffering by providing timely and effective medical services.

Vision

In order to accomplish our Mission, we the members of the Columbus Division of Fire use the following values to guide our actions:

- Preservation of life and property
- Safety
- Personal integrity
- Professionalism
- Respect for others

Executive Staff



Administration Bureau

Mission

To develop and monitor accounting practices, financial measures and administrative procedures which promote the achievement of the Division's mission through the professional development of personnel and the efficient use of funds

Summary

The Administration Bureau is responsible for the departments of Human Resources, Payroll, Business Office, Background Investigations, and Professional Standards Unit. Major duties include: managing the daily operations of the Office of the Fire Chief, representing the Division of Fire in contract negotiations, adjudicating disciplinary cases, representing the City in disciplinary hearings, interacting with other City divisions and departments, serving as a project manager on department initiatives, and coordinating with outside agencies.

A proposed restructuring plan for the Administration Bureau has been developed with the goal of improving efficiency by combining Background and the Professional Standards Unit (PSU) under the direction of the Administrative Investigations Commander. The combined units will be referred to as the Administrative Investigations Unit (AIU)." A major objective of this initiative is to include Background Investigations under the Professional Standards Unit, with the current PSU investigators focusing on Internal Affairs. A revised chain-of-command with accompanying job descriptions will be an integral part of this restructuring. The transition from current PSU firefighter investigators to that of promoted officers will be an important aspect of the restructuring proposal. An emphasis on standardized training by all investigators, including nationally recognized certifications where appropriate, will be an objective of this section to improve the competency of assigned personnel. One need of the PSU section is to obtain the necessary hardware and software to save records in a digital format that affords reliable access.

New recruit classes will be needed as the Division of Fire to replace the loss of personnel through normal attrition and to meet the expanding need of the community through the staffing of additional fire apparatus and stations. To assist in this endeavor, the Background Office will continue to process recruit candidates for potential appointment using updated investigatory techniques. The hiring process of new candidates continues to be complicated by inconsistent periods between tests and class start dates. The Background Office will be working with Training, Recruiting, Civil Service, Human Resources and the Safety Director's Office to implement a more structured testing and hiring process that will allow for better control over budgeting issues as well as reducing new student fall-out numbers.

The Business Office is comprised of the Fiscal Manager, Management Analyst, Purchasing Expeditor, and Fiscal Assistant. All budget and financial operation for the Division are managed within this office, including budget management and analysis, procurement, accounts receivable and accounts payable.

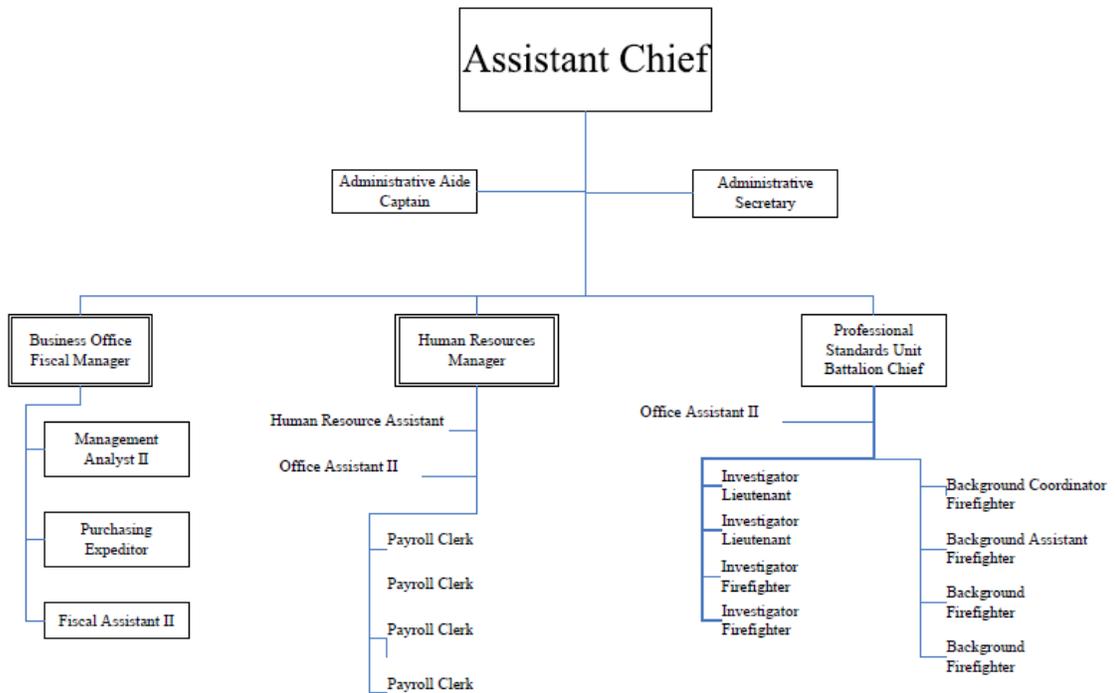
The City of Columbus Auditor transitioned to a new accounting system (DAX) in 2016, creating increased workload for Business Office personnel to conduct day-to-day operations. Through training and experience in using the new DAX system, it is hoped that greater efficiencies will be achieved in the long-term. The Fiscal Manager has been the lead in the implementation of this system within the Division and has assigned Business Office personnel to newly developed cost codes to aid in this effort.

To assist in developing, administering and managing accounting and procurement practices in relation to the Operating, Capital, Grant, and Special Revenue Fund budgets for the Division, the Business Office is operating with four (4) full-time personnel. The addition of a Management Analyst I position within the next two (2) years would benefit the office and the Division as a whole, by ensuring that the ever-increasing demands of this office are processed in a timely manner. If approved, the Business Office could be restructured and duties redistributed to improve the efficiency.

The Payroll section has been working on ways to improve and streamline the submission of OF-237's electronically from the fire stations. The goal is to reduce the amount of time it takes for Payroll to receive the timesheets as well as to decrease the amount of paper copies created in order to track time and attendance. The Payroll office is also working with the Department of Technology and Finance to create new reports that will assist in tracking overtime. DoT has recently completed the first part of the project by updating the employee pay rates in Firepoint. The next step will be to tailor the existing overtime reports in order to better track time and attendance, particularly overtime costs.

The administrative Human Resources (HR) staff now has three personnel and is responsible for overseeing OHSA, legal and contract compliance, administering payroll, reviewing and processing injury leave, FMLA, insurance benefits, tuition reimbursement, hiring, (including the civilianization of uniformed positions), promotions, terminations, records retention, personnel projections as well as civilian discipline and grievances. Due to the increasing scope and size of the human resources function, a long-term goal is to add a Human Resource Analyst position to handle hiring and to manage some aspects of the benefits and payroll administration function. Human Resources will continue to update and oversee the records retention function for the Division and to facilitate the hiring of fire recruits.

Administration



Emergency Services Bureau

Mission

To minimize injuries, deaths and property loss related to fire, medical emergencies and other disasters through the efficient delivery of effective fire suppression, pre-hospital treatment and patient transport

Summary

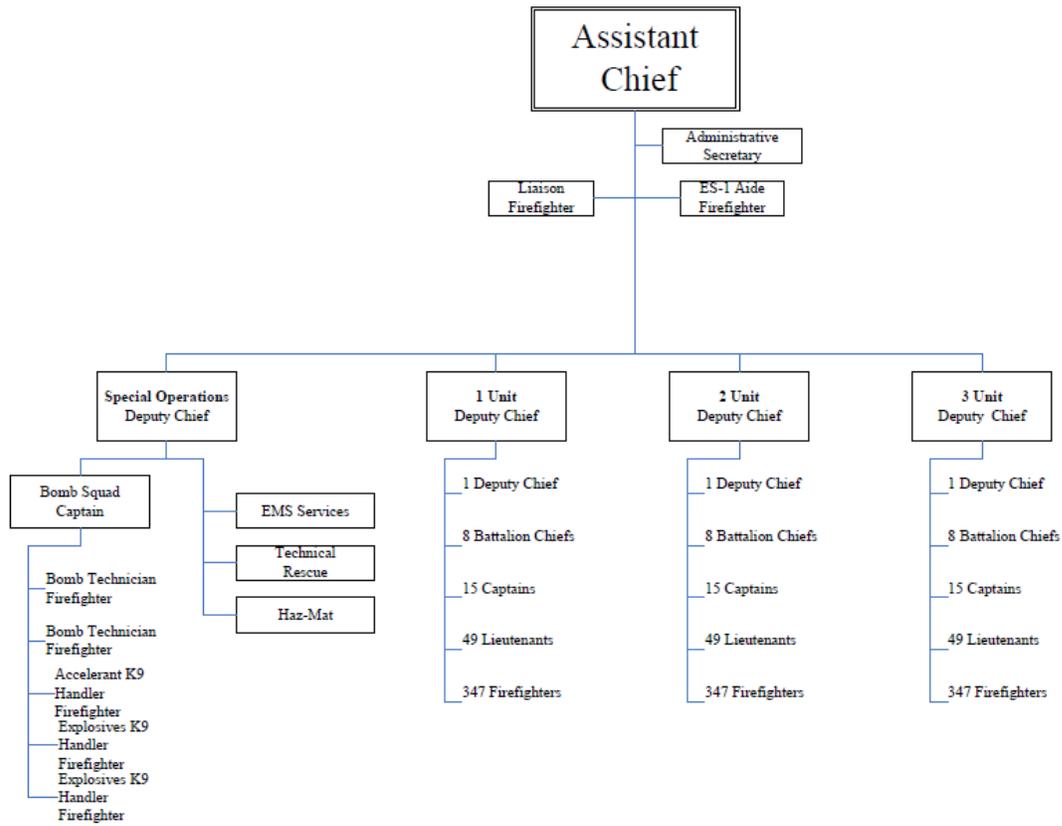
The Emergency Services Bureau will continue to provide professional and efficient service to the citizens of Columbus. The Emergency Services Bureau is committed to providing the best Fire and EMS protection while being diligent to allocate resources in the most proficient and cost effective manner possible.

A possible concern that the citizens of Columbus may have about their Division of Fire is that its resources are possibly being spread too thin. Columbus is in the unique position for a city its size of sustained/continued growth not only in population but in land mass as well. It's been well documented in local media recently that through no fault of its own, the Division has not had the ability to increase its staffing and resources to match the recent rate of growth.

Since 1996, the EMS model has seen an increase of 115% in demand for service while staffing and resources have stayed stagnant. The Division's EMS model has gone from handling 62,000 EMS calls in 1996 to over 115,000 in 2015, leaving a call volume increase of over 100% since 1996.

In an effort to remedy the situation listed above, in the beginning of 2017 the Division of Fire, in conjunction with the City of Columbus, has agreed to a complete overhaul of the EMS model which includes the continued hiring of new firefighters, increased resources and staffing adjustments that are aimed at giving the citizens of Columbus the best overall patient care that can be provided.

Emergency Services Bureau



Training Bureau

Mission

To assure that all members have the knowledge and skills necessary to safely and efficiently fulfill the mission of the Division

Summary

The mission of the Training Bureau is to assure that all Division members have the knowledge and skills necessary to safely and efficiently fulfill the Mission of the Division.

To accomplish this mission, the Training Bureau staff continuously monitors and evaluates the needs of the community; Federal, State and Local mandates and guidelines; the competency of all employees; and the statutory requirements of the various certifications required to meet the Division's mission. Based on this assessment, classes and evaluations are designed and presented to the appropriate audiences. This assessment also determines the staffing, equipment and supply needs of the bureau.

The Continuous Quality Improvement office EMS has moved under the direction of Training Bureau. Bringing these operations together helps to facilitate a natural progression; from identifying concerns into modifying training in order to address those concerns. Under the direction of the CQI captain, one firefighter and one civilian are assigned to the CQI office. Due to the increase demand of medic runs, 2 additional firefighters have been assigned as a special assignment.

The goal of the CQI office is to evaluate processes, procedures and documentation to assess for ongoing improvement before a problem arises. Once a potential problem is identified, we develop an individual or systemic plan, initiate the plan and review its effectiveness. This never-ending process will bring better quality of care to our patients. In accordance with ORC 4765.12 the CQI office works to improve its ability to provide effective trauma care, particularly for pediatric and geriatric trauma victims. The office also work closely with the city attorney to ensure compliance with the law in regards to drug accountability, HIPAA rules and securities, and EMSIRS data reporting to the state. We work with both the Medical Director and Assistant Medical Director to review and update the EMS Protocol. The Equipment committee works with this office to trial new equipment before we replace or add new supplies.

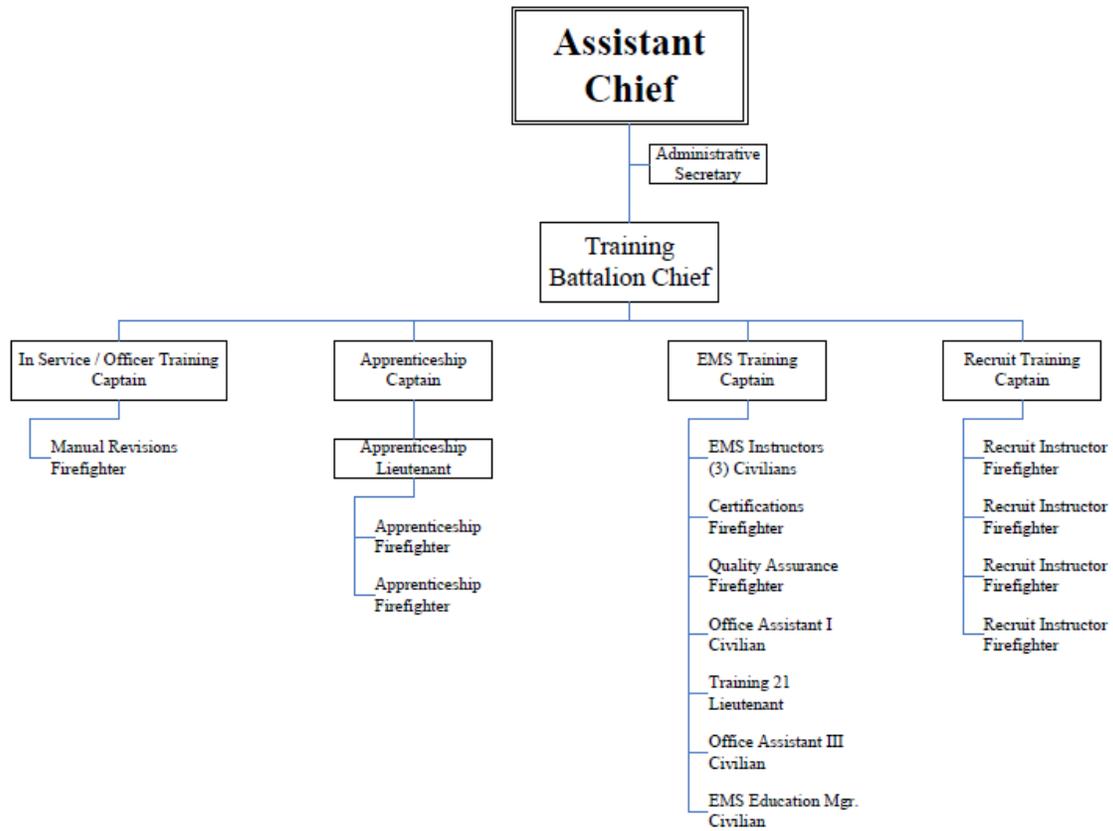
In 2017 we will be a clinical location for The Ohio State School of social work. This resource will allow us to work directly with a social worker in order to have a greater impact on patient social concerns and frequent EMS users. Last year we utilized the social service referral on the Toughbook 29 times in addition to the NNN sent in by traditional email. We identified 24 infants in need of a crib and passed out 13 pack n plays to help prevent SIDS in our community.

Research has become a big part of our business. A lot of information is obtained on an ePCR. This information is not only used for the patient's treatment but also as data for different research projects. We have provided data for external research projects for The Ohio State University, Ohio Health, Mt Carmel and Nationwide Children's Hospital. These projects have been published in journals, used for education, and used to promote education in specific areas of our community. We use this data to create reports as an ongoing snapshot of our city. These monthly reports can be found in the common share folder under Data Reports.

We have been working with the heart failure clinic at Grant Hospital to evaluate the benefit of a community paramedic program. This is a research trial put on through Grant. We are using the trial to determine the benefit to the patient, to the City and to the hospital. Under direct physician oversight, the medic crew makes a home visit to a patient. These CHF patients have been released from the hospital within the previous 36hrs. In addition to a normal evaluation, we review dietary guidelines and exercise. We evaluate and identify possible causes for readmission and work together with Grant and the health department to set the patient up for success. We found 57% of the patients we visited had medication issues and 36% had a poor understanding of their signs and symptoms. Addressing these issues has shown to reduce the need for these patients to call EMS in the future. None of our patients with a low or moderate LACE risk score were readmitted to the hospital within 30days.

The heroin epidemic has really taxed our city. Our suspected opiate overdose increased 14% for a total of 2,351 incidents. The amount of naloxone given, however, increased by 23% due to the strength of the street drug. In order to combat the increasing number of these events, CPD began a trial having their officers administer naloxone. Through our office, several of their officers were trained and the administration of the drug was tracked. Several other agencies are impacted by opiate overdose and other public health emergency issues in Columbus and Franklin County. Although fire, law enforcement, public health, medical and coroner etc. have respective responsibilities related to these issues, a coordinated effort is proven to provide a comprehensive community approach. A surge notification process has been established for Columbus and Franklin County areas. This process will bring area agencies together to share fact, determine the impact on the community and determine what response to the surge is required. The CQI office is notified by email when Naloxone is used on 4 separate reports within 2 hours. This situation could potentially be a critical indicator of a public health emergency related to opiate overdoses. We review components of the reports to see if they are close in proximity and forward the information along to the EMS Chief.

Training Bureau



Support Services Bureau

Mission

To receive emergency and non-emergency calls and dispatch the appropriate response team and equipment to the community through the Fire Alarm Office while maintaining the facilities, apparatus, equipment and supplies to serve the public and Division members effectively and efficiently

Summary

The Support Services Bureau (SSB) is responsible for processing all service request for Division facilities, capital improvements, servicing and procurement of fire apparatus and light duty vehicles, supplying goods and materials for day to day operations at the fire stations and other facilities, supplying tools and equipment, uniforms, turnout gear, SCBAs and cascade systems, monitors and detectors, furniture, EMS supplies including pharmaceuticals, fire hose repair and supply, monitoring and assistance with building projects, planning for a multitude of Division spending, procurement and construction, completing tasks as assigned by the Department of Public Safety and the Fire Chief and supervision of the Fire Alarm Office (FAO).

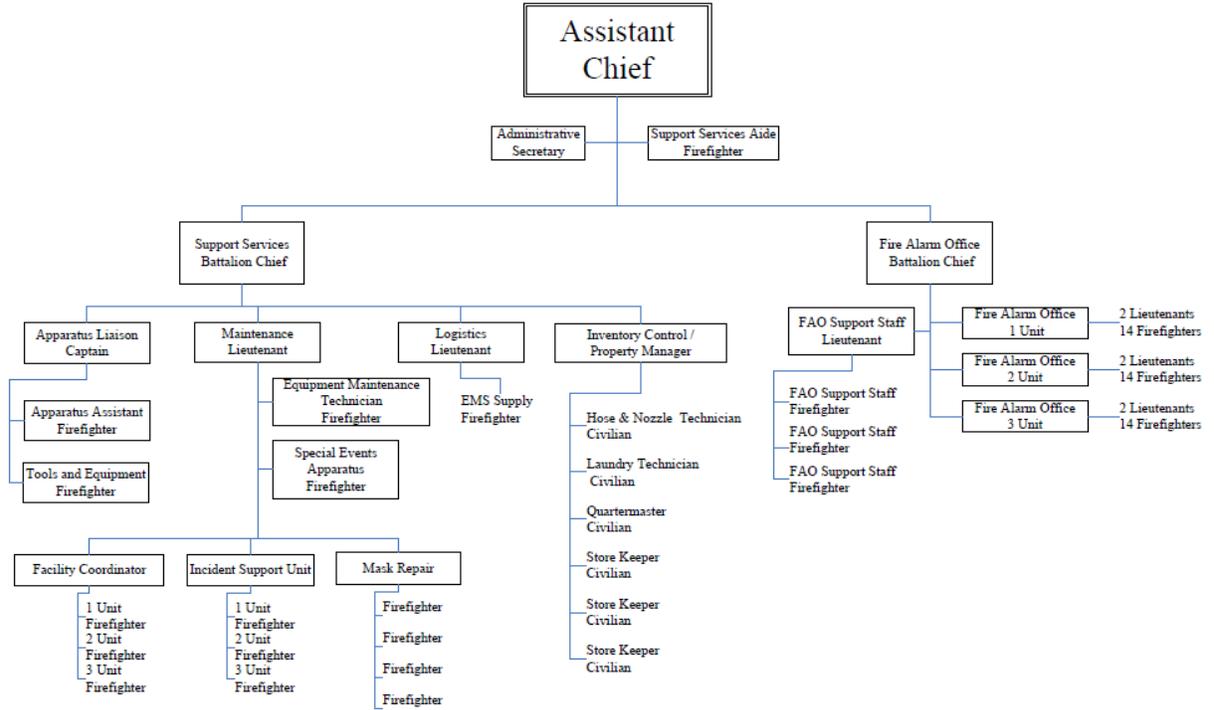
The number one priority of the SSB is to see that the Fire Alarm Office is able to complete its mission of receiving calls and dispatching runs, without this crews do not know where an emergency is occurring and what type of emergency it is. While emergency response is the Division's priority, this first step by the FAO is a necessity. As part of the emergency response crews need to get there and have the equipment needed to do the job. All this falls together as the priority of the SSB.

The expectations of the SSB are that every member of the bureau knows the mission of the Fire Division and what our role is in support of this mission.

A constant concern of this bureau is funding. The SSB requires millions of dollars every year in order to supply everything that is needed by every member of the Division in order to complete the mission. Costs rise almost universally for every item that must be purchased. Technology is always on the rise as well and Division members need access to it to improve services. Run volume is always on the uptick which places a greater demand on replacement equipment. Funds and personnel must increase accordingly and this is a challenge not only for this Division but for all city departments, fortunately for us Public Safety is a high priority in this city but that also has to be balanced with other city services so there is never a guarantee we will have enough funds.

As mentioned above public safety is a high priority in Columbus, the mayor's office and council are committed to providing our members with the best equipment to do the job and this reflects positively in the public's eye not only by quick and adequate response but by the high quality of visible equipment, apparatus and personnel.

Support Services Bureau



Fire Prevention Bureau

Mission

To serve the community by preventing emergencies through inspection and education and to minimize injury, death and property destruction due to fire, natural disaster and other emergencies

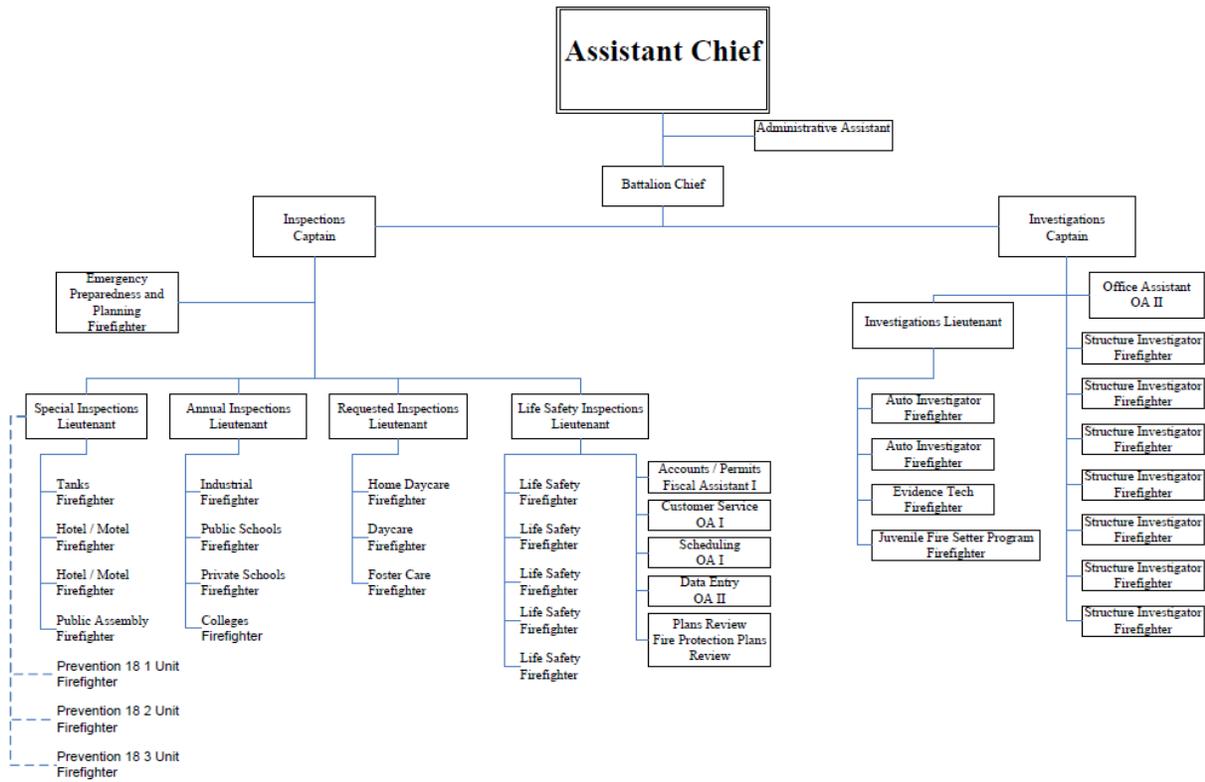
Summary

Although the Columbus Fire Department is referred to as the “Division of Fire”, the Division’s local history has been such that it’s understood to be the legal provider of much more. As stated in its Mission Statement it provides, fire suppression, EMS, hazmat, bomb disposal, technical rescue, water rescue, fire investigation, fire prevention inspections and a wide array of public education.

The Division under its public education department offers a variety of community programs such as: First Aid, AED and CPR classes sanctioned through the American Heart Association. A Diversity Outreach program aimed at the Latin American population of Columbus which is general fire safety given in the Spanish language by a Columbus Firefighter. The Juvenile Fire Setters program is aimed at youth who have shown a propensity for “playing” with fire. The Divisions Firefighters Against Drugs Program has a long history of mentoring students in a variety of schools throughout Columbus. The 50 Plus program offered by the Division is aimed at senior citizens and involves different types of issues faced by elders such as kitchen safety, trip hazards, etc.

In late 2016 and early 2017 the Division of Fire in conjunction with the American Red Cross participated in a joint effort where on duty firefighters not only provided smoke detectors to residents that where in need of a functioning detector, the Firefighters also installed them as needed. The location of the detectors was documented and will be monitored for overall effectiveness.

Fire Prevention Bureau



Columbus Division of Fire Goals 2017-2021

- Goal 1** *Assure our recruitment plan effectively seeks the best, most diverse workforce*
- Goal 2** *Manage our budget and fiscal needs while improving cost efficiency*
- Goal 3** *Provide an effective and appropriate response to all service areas*
- Goal 4** *Provide members and public with the most up-to-date training*
- Goal 5** *Secure appropriate tools, equipment and facilities*
- Goal 6** *Leverage information technology tools*

Goals and Objectives

Goal 1: Assure our recruitment plan effectively seeks the best, most diverse workforce

- Objective 1.1: Bolster personnel funding and recruitment efforts to compensate for upcoming separations
- Objective 1.2: Expand participation and promotion of “Get Fire Ready” program to increase diversity and quality of recruitment
- Objective 1.3: Develop partnership with the Columbus Public Schools to teach high school seniors EMT training

Goal 2: Manage our budget and fiscal needs while improving cost efficiency

- Objective 2.1: Restructure Administration Bureau to better utilize human resources, provide improved oversight, and increase accountability of assigned personnel
- Objective 2.2: Standardize office procedures to more effectively process reoccurring disciplinary issues, including that of Reasonable Suspicion Testing
- Objective 2.3: Improve tracking of active PSU cases and reduce processing time from inception to final disposition
- Objective 2.4: Improve efficiency of Business Office, ensure the timely processing of all fiscal responsibilities, and adhere to all related procurement codes, accounting practices and departmental/divisional operational procedures

- Objective 2.5: Develop a human resources training program for officers to assist them in properly completing various payroll and injury leave forms, worker's compensation, FMLA, tuition reimbursement and other forms used when supervising employees
- Objective 2.6: Develop a Policy and Procedure Manual for Civilian employees
- Objective 2.7: Provide uniform personnel with a streamlined and convenient way to file for quarterly vacancy/transfers.
- Objective 2.8: Improve assigned tasks continuity and completion in the event of a prolonged absence.

Goal 3: Provide an effective and appropriate response to all service areas

- Objective 3.1: Implement a new staffing model to better distribute workloads and increase system sustainability
- Objective 3.2: Improve metrics for both fire and EMS operations to make evaluations more useful and promote consistency with budget and accreditation measures
- Objective 3.3: Implement a more appropriate and sustainable staffing and deployment model for technical rescue and auto extrication incidents to meet NFPA and Standards of Cover standards
- Objective 3.4: Implement a more appropriate deployment model for DART conducive to improving response times and accomplishing minimum set training standards
- Objective 3.5: Expand 24-hour, (4) personnel staffing for engine and tiller ladder companies
- Objective 3.6: Implement bomb squad deployment model alternatives that address the increased demands placed on the system
- Objective 3.7: Revise training requirements and standard operating procedures for incident management
- Objective 3.8: Revise training requirements and standard operating procedures for tactical EMS
- Objective 3.9: Reorganize Fire Prevention Bureau to reduce community risk
- Objective 3.10: Institute a Rapid Key Entry Program in the City of Columbus

Goal 4: Provide members with the most up to date training

- Objective 4.1: Improve success rates for physical portion of recruit training
- Objective 4.2: Explore how to efficiently transition new recruits with acceptable certifications through the Columbus Fire Academy
- Objective 4.3: Coordinate with universities and partner corporations to develop additional learning opportunities
- Objective 4.4: Expand online learning capabilities and resources for Journeyman Apprentice Program
- Objective 4.5: Increase published EMS research
- Objective 4.6: Decrease the impact of patients that are frequent users of system
- Objective 4.7: Engage Rapid Response Emergency Addiction and Crisis Team (RREACT) Program to coordinate care in opiate overdose incidents
- Objective 4.8: Explore options that incorporate blended learning to decrease the need to reduce members from the street and take the learning to the firehouse
- Objective 4.9: Make CPR and first aid more readily available to the general public to increase survival rates
- Objective 4.10: Develop a Columbus Fire Department citizens' fire academy for fire and EMS
- Objective 4.11: Expand training for bureau inspectors, investigators and community relations staff

Goal 5: Secure appropriate tools, equipment and facilities

- Objective 5.1: Open and staff three new stations added to address development
- Objective 5.2: Open a new logistics center
- Objective 5.3: Expand facilities for training and command
- Objective 5.4: Implement an inventory control system
- Objective 5.5: Expand facilities for Fire Prevention Bureau

Goal 6: Leverage information technology tools

Objective 6.1: Implement new mass notification software system

Objective 6.2: Develop an inventory management control system for medication and large item accountability

Objective 6.3: Implement Telestaff OF237 for all 40-hour bureaus

Objective 6.4: Upgrade software/IT infrastructure for inspections, permitting and investigations

Objective 1.1

Bolster personnel funding and recruitment efforts to compensate for upcoming separations

Timeframe: 2017-2018

Responsibility: Human Resources; Business Office; Media, Public and Recruitment Outreach

Critical Tasks:

1. Secure FY17 funding to achieve Mayor's goal of 80 new firefighters in 2017
2. Recruit a sufficient number of high-quality, diverse candidates for recruit training
3. Ensure that a that a sufficient number of high-quality, diverse candidates complete training
4. Complete the hiring process and put 80 new firefighters on the street

Performance Measures and Project Milestones:

1. Personnel budget funded in FY17
2. Number of recruits beginning recruit training
3. Number of recruits completing recruit training
4. Number of new firefighter hires

Objective 1.2

Expand “Get Fire Ready” program to increase diversity and quality of recruitment

Timeframe: 2017

Responsibility: Recruitment Office, Training

Critical Tasks:

1. Promote “Get Fire Ready” program through social media, traditional media and community events to attract a diverse group of potential recruits
2. Coordinate with Training Bureau to offer a recruit preparation program that will help ensure that recruits that being the training process will be able to finish and commit to a career at the Division of Fire
3. Evaluation the successes, weaknesses and opportunities to improve the “Get Fire Ready” program

Performance Measures and Project Milestones:

1. Number and category of outreach attempts
2. Number of promising candidate contacts
3. Number and demographics of recruits who begin “Get Fire Ready”
4. Number and demographics of recruits who finish “Get Fire Ready”
5. Number and demographics of program participants who begin firefighter training
6. Number and demographics of program participants who successfully complete firefighter training

Objective 1.3

Develop partnership with the Columbus Public Schools to teach high school seniors EMT training

Timeframe: Implement January 2018

Responsibility: EMS Outreach Officer

Critical Tasks:

1. Create partnership with Columbus Public Schools to provide EMT instructions for course credit
2. Staff and implement school instruction program
3. Graduate pilot class

Performance Measures and Project Milestones:

1. Number of student participants
2. Number of participating students passing the National Registry exam
3. Students indicating that they will pursue an EMS career
4. Students that sign up to take the fire service entry test, complete the process and are eventually hired

Objective 2.1

Restructure Administration Bureau to better utilize human resources, provide improved oversight, and increase accountability of assigned personnel

Timeframe: 2017

Responsibility: Administration Bureau Head; Human Resources; Civil Service Commission

Critical Tasks:

1. Adopt AIU restructuring plan to include revised job descriptions
2. Adopt standardized training requirements based on AIU plan
3. Implement transition from current firefighter investigator positions to that of promoted officers

Performance Measures and Project Milestones:

1. Revised job descriptions
2. Revised training requirements
3. Reallocation of personnel resources to meet new requirements in 2017

Objective 2.2

Standardize office procedures to more effectively process reoccurring disciplinary issues, including that of Reasonable Suspicion Testing

Timeframe: 2017

Responsibility: Administration Bureau Head; Professional Services Unit

Critical Tasks:

1. Develop standardized administrative actions to include progressive discipline for attendance issues
2. Develop written policy to address how the Division is to handle evidence of possible criminal wrong-doing involving Division members
3. Review and revise all documents related to Reasonable Suspicion Testing

Performance Measures and Project Milestones:

1. Adoption of standardized administrative actions
2. Development of written policy
3. Review of all related Reasonable Suspicion Testing forms

Objective 2.3

Improve tracking of active PSU cases and reduce processing time from inception to final disposition

Timeframe: 2017-2018

Responsibility: Administration Bureau Head; Professional Services Unit

Critical Tasks:

1. Formal tracking of PSU cases to be established and confirmed at regular intervals
2. Develop solutions to reduce the back-log of PSU cases by reducing the time needed to transcribe oral interviews

Performance Measures and Project Milestones:

1. Regular tracking of PSU cases to be established using existing capabilities while simultaneously researching additional software options
2. Improved efficiency through the regular tracking of reports and reduce transcription time to less than 30 days

Objective 2.4

Improve efficiency of Business Office, ensure the timely processing of all fiscal responsibilities, and adhere to all related procurement codes, accounting practices and departmental/divisional operational procedures

Timeframe: 2017-2018

Responsibility: Administration Bureau Head; Professional Services Unit

Critical Tasks:

1. Hire a Management Analyst I position to fill an expanded position and restructure the responsibilities of Business Office personnel to improve efficiency

Performance Measures and Project Milestones:

1. All external budget preparation documents, budget quarterly reviews, procurement, legislation, etc. are to be completed within guidelines and timelines set forth by Finance, Auditor
2. All internal purchasing requests and invoices for payment are to be processed within 30 days of receipt (provided funding exists)

Objective 2.5

Develop a human resources training program for officers to assist them in properly completing various payroll and injury leave forms, worker's compensation, FMLA, tuition reimbursement and other forms used when supervising employees

Timeframe: 2018

**Responsibility: Administration Bureau Head; Human Resources Office;
Officer Training**

Critical Tasks:

1. In coordination with the Training Bureau, provide a PowerPoint training for officers including templates and examples of properly completed forms through the Division's Target Solutions training program

Performance Measures and Project Milestones:

1. Conduct human resources supervisory training for all new and current officers

Objective 2.6

Develop a Policy and Procedure Manual for Civilian employees

Timeframe: 2018-2019

Responsibility: Administration Bureau Head; Human Resources Office; Payroll; Office of the Chief; Research and Innovation Office; Civil Service Commission

Critical Tasks:

1. A civilian policy and procedure manual to be reviewed and approved by AFSCME Local #1632, CWA Local #4502 and the Division of Fire Administration

Performance Measures and Project Milestones:

1. Complete a working draft of a civilian policy and procedure manual that does not conflict with the Fire Systems Manual or the civilian bargaining units represented within the Division of Fire

Objective 2.7

Provide uniform personnel with a streamlined and convenient way to file for quarterly vacancy/transfers

Timeframe: 2018

Responsibility: Administration Bureau

Critical Tasks:

1. Develop and implement the use of an electronic PR-8 to be used for the Quarterly vacancy/transfers
2. Develop instructional material on new system

Performance Measures and Project Milestones:

1. Develop electronic PR-8e for approval
2. Implement use of only PR-8e

Objective 2.8

Improve assigned tasks continuity and completion in the event of a prolonged absence

Timeframe: 2018

Responsibility: Administration Bureau Head

Critical Tasks:

1. Train back up personnel for Administration Officer's Liaison position
2. Write office manual for Administration Officer's Liaison responsibilities

Performance Measures and Project Milestones:

1. Complete training of back up personnel

Objective 3.1

Implement a new staffing model to better distribute workloads and increase system sustainability

Timeframe: 2017-2018

Responsibility: Emergency Services Bureau Head; Special Operations

Critical Tasks:

1. Implement EMS staffing and deployment model (P/B) change to accomplish the following
 - a. allow for better distribution of workload
 - b. improve skill proficiency of both firefighters and paramedics
 - c. increase system sustainability to cope with future demands
 - d. improve morale
 - e. improve efficiency

2. Develop a standardized minimum staffing limit for both fire and EMS personnel specific to rank and specialty positions
 - Paramedics
 - Transport Basics
 - Officers
 - Rescue Techs
 - Haz Mat Techs

3. Re-evaluate and develop plans that address the following staffing issues
 - a. Fatigue factor limits
 - b. Mandated overtime

Performance Measures and Project Milestones:

1. Staffing levels
2. Overtime hours

Objective 3.2

Improve metrics for both fire and EMS operations to make evaluations more useful and promote consistency with budget and accreditation measures

Timeframe: 2017

Responsibility: Emergency Services

Critical Tasks:

1. Develop and implement specific performance measures for both fire and EMS operations and methods of data collection
2. Apply performance measures for improvement and achieve response time goals listed below

Performance Measures and Project Milestones:

1. Reduce Medic on scene times for the following patients
 - 20 minutes or less for 90% of trauma patients
 - 20 minutes or less for 90% of STEMI patients
 - 20 minutes or less for 90% of Stroke patients
2. Report “All Clear” at 90% of working fires within 5 minutes after first arriving fire apparatus
3. Report “Water on Fire” at 95% of working fires within 5 minutes after first arriving fire apparatus
4. Report “Extrication Complete” at 90% of working extrications within 15 minutes after the arrival of 1st extrication company

Objective 3.3

Implement a more appropriate and sustainable staffing and deployment model for technical rescue and auto extrication incidents to meet NFPA and Standards of Cover standards

Timeframe: 2017-2021

Responsibility: Emergency Services Bureau Head

Critical Tasks:

1. Provide the appropriate number of rescue companies needed and/or appropriate number of extrication capable companies needed to efficiently and effectively accomplish our mission
2. Develop a plan to staff rescue companies with officers
 - a. Increase authorized strength to promote (3) lieutenants for 1st Rescue Company – 2018
 - b. Increase authorized strength to promote (3) lieutenants for 2nd Rescue Company – 2019
 - c. Increase authorized strength to promote (3) lieutenants for 3rd Rescue Company -2020
 - d. Re-align (3) Rescue companies and complete Phase 3 of Technical Rescue plan – 2121
3. Add extrication capabilities to all ladder companies
3. Provide the appropriate number of rescue technicians and increase the training standards to meet or exceed NFPA 1006 and 1670 standards
4. Standardize Tech Rescue Operations with standardized SOPs and supporting training

Performance Measures and Project Milestones:

1. Complete addition of 3 lieutenants to all rescue companies
2. Complete addition of extrication companies to ladder companies
3. Number of rescue technicians with training that meets NFPA standards
4. Complete revision of technical rescue SOPs
5. Meet NFPA standards and standards of cover goals for technical rescue staffing and response time

Objective 3.4

Implement a more appropriate deployment model for DART conducive to improving response times and accomplishing minimum set training standards

Timeframe: 2017

Responsibility: Special Operations Section Chief

Critical Tasks:

1. Conduct full appraisal of dive and rescue team deployment model based on NFPA standards and standards of cover
2. Develop plan for reorganization
3. Implement reorganization

Performance Measures and Project Milestones:

1. Implementation of new deployment plan
2. Response time tables for DART calls
3. Map showing response times for DART emergencies by geographic area

Objective 3.5

Expand 24-hour, (4) personnel staffing for engine and tiller ladder companies

Timeframe: 2018-2021

Responsibility: Emergency Services Bureau Head

Critical Tasks:

1. Develop a plan for transitioning all tiller ladders to (4) person companies (24) hours per day - 2018
2. Implement plan to staff all tiller ladders staffed with (4) personnel (24) hours per day – 2019
3. Develop a plan for transitioning all engine companies to (4) person staffing (24) hours per day – 2019
4. Implement plan to staff 75% of engine companies to (4) person companies 24 hours per day – 2020
5. Implement plan to staff all engine companies with (4) personnel 24 hours per day - 2021

Performance Measures and Project Milestones:

1. Develop and deploy tiller ladder plan
2. Develop and deploy engine plan
3. Number of tiller ladders and engine with (4) personnel, 24-hour staffing

Objective 3.6

Implement bomb squad deployment model alternatives that address the increased demands placed on the system

Timeframe: 2019

Responsibility: Special Operations Deputy Chief; Bomb Squad Captain

Critical Tasks:

1. Develop a re-defined deployment model that accomplishes the following:
 - a. Better address the present and future needs for increased planning function, prevention, partnership development, special details, and training
 - b. Address the need to increase personnel to both shift and on 40 hour staff
 - i. Increase supervisory personnel to reduce the span-of-control
 1. Lieutenant to directly supervise the canine unit
 - ii. Provide alternate response models to address the probable reduction of FBI authorized bomb techs

Performance Measures and Project Milestones:

1. Number of bomb squad personnel and supervisors
2. Development of revised SOPs
3. Personnel trained in new response models

Objective 3.7

Revise training requirements and standard operating procedures for incident management

Timeframe: 2018

Responsibility: Emergency Services Bureau Head; In-Service Training Captain

Critical Tasks:

1. Conduct appraisal of Division's capabilities in large-scale incident management
2. Revise SOPs to structure response to large-scale incidents
3. Develop training requirements for incident commanders
4. Implement training curriculum and drills for large-scale incidents

Performance Measures and Project Milestones:

1. Finalized SOPs for large-scale incident management
2. Number of incident commanders meeting revised training standards
3. Percentage of personnel participating in large-scale incident drills

Objective 3.8

Revise training requirements and standard operating procedures for tactical EMS

Timeframe: 2018

Responsibility: Special Operations Deputy Chief; In-Service Training Captain

Critical Tasks:

1. Appraise current TEMS SOPs and training standards
2. Develop new standard operating procedures
3. Institute new training requirements for TEMS team

Performance Measures and Project Milestones:

1. TEMS response time data
2. Injury and loss data from TEMS emergencies
3. Feedback from police and TEMS partners
4. Number of TEMS team members meeting revised training requirements

Objective 3.9

Reorganize Fire Prevention Bureau to reduce community risk

Timeframe: 2017-2018

Responsibility: Fire Prevention Bureau Head

Critical Tasks:

1. Identify and clearly define each education program offered by the Fire Prevention Bureau Office of Public Outreach, as well as any opportunities for new program initiatives
2. Improve alignment of inspection sections, supervising officers, inspection types and inspectors within the Fire Prevention Bureau

Performance Measures and Project Milestones:

1. Determine a sampling of organizations to poll by September 1, 2017
2. Develop questionnaire by December 1, 2017
3. Mail questionnaires by February 1, 2018
4. Prepare report to executive staff by June 1, 2018
5. Enact planned reorganization of Prevention Bureau by fourth quarter of 2017

Objective 3.10

Institute a Rapid Key Entry Program in the City of Columbus

Timeframe: 2017

Responsibility: Fire Prevention Bureau Head

Critical Tasks:

1. Require locking FDC Caps on Fire Protection Systems
2. Require Knox Box, Elevator Boxes, and Gate / Entry Key Switches

Performance Measures and Project Milestones:

1. Required use of Locking FDC Caps for new building with FDCs instituted 04/01/2016
(Completed)
2. Required use of Knox Box, Elevator Boxes, and Gate / Entry Key Switches instituted by instituted 06/01/2017

Objective 4.1

Improve success rates for physical portion of recruit training

Timeframe: **June 2017**

Responsibility: **Training Bureau Head; Recruit Academy**

Critical Tasks:

1. Transition to four, 10-hour days for recruit training to provide additional physical recovery time

Performance Measures and Project Milestones:

1. Injury rate for recruits
2. Recruit academic scores
3. Recruit feedback surveys

Objective 4.2

Explore how to efficiently transition new recruits with acceptable certifications through the Columbus Fire Academy

Timeframe: January 2018

Responsibility: Training Bureau Head; Recruit Academy; City Attorney's Office

Critical Tasks:

1. Design a program that allows for the successful completion of the Columbus fire recruit training program for those that possess State of Ohio fire or EMS certifications, through a process that does not duplicate previous training and education in an attempt to reduce the length of time in the training academy
2. Develop system to confirm the recruits' previous training through a state database
3. Develop a program that can measure core competencies to assure the Division of Fire is protected in the rare case that the previously certified recruit does not meet an acceptable standard

Performance Measures and Project Milestones:

1. New metrics to assess recruit competencies
2. MOU's with Columbus Fire Academy, and system of training recognition
3. Number of successful transitions

Objective 4.3

Coordinate with universities and partner corporations to develop additional learning opportunities

Timeframe: **January 2020**

Responsibility: **Recruit Academy**

Critical Tasks:

1. Seek additional opportunities for public/private partnerships within the learning field in specific areas related to leadership, emotional intelligence, and race/diversity.
2. Add 1-2 additional learning opportunities with outside sources annually

Performance Measures and Project Milestones:

1. Number of additional opportunities that are afforded to the division of fire and the members of the fire department
2. Number of annual engagements with outside resources
3. Recruit academic scores

Objective 4.4

Expand online learning capabilities and resources for Journeyman Apprentice Program

Timeframe: January 2018- January 2020

Responsibility: Journeyman Apprentice Program Captain; Training Bureau Head; Business Office

Critical Tasks:

1. Introduce Anatomy and Physiology as a module for Apprentices as an online course through CSCC
2. Introduce iPads within JATC program to improve the distribution of curriculum materials

Performance Measures and Project Milestones:

1. Academic performance of the paramedic students that have completed A&P just prior to paramedic school
2. Reduction in time for P-School training due to instruction during apprenticeships
3. Reduction of costs associated with the e-learning format
4. Review of the scores of the JATC apprentices during three year period

Objective 4.5

Increase published EMS research

Timeframe: 2017-2021

Responsibility: EMS/CQI Section; Medical Director; EMS Research Committee

Critical Tasks:

1. Identify three potential research products for development and publishing each year
2. Conduct and compile research into scholarly articles, posters or presentations
3. Publish three research products in journals or at conferences each year

Performance Measures and Project Milestones:

1. Number of annual research product produced
2. Citations of research
3. Partnerships developed out of research projects

Objective 4.6

Decrease the impact of patients that are frequent users of system

Timeframe: 2017-2021

Responsibility: EMS CQI Section

Critical Tasks:

1. Include a licensed social worker in to the EMS CQI section
2. Develop procedures to connect frequent users with available community resources
3. Identify frequent system users and aggregate data on runs

Performance Measures and Project Milestones:

1. Emergency Transports by Frequent Users
2. Transports to Franklin County Jail
3. Out-of-Time Service for EMS Vehicles
4. Feedback on Paramedic compassion fatigue
5. Feedback from institutions and members on coordination of patient care
6. Development of best practices for community care coordination

Objective 4.7

Engage Rapid Response Emergency Addiction and Crisis Team (RREACT) Program to coordinate care in opiate overdose incidents

Timeframe: January 2019

Responsibility: EMS CQI Section; RREACT Team Liaison

Critical Tasks:

1. Implement RREACT plan in partnership with Southeast Healthcare to provide outreach teams consisting of mental health nurses and social workers to respond with EMS on opiate overdose and mental health crisis
2. Begin scheduling of follow-up visits to provide necessary support for patients

Performance Measures and Project Milestones:

1. Decrease Emergency Department Transports
2. Decrease Transports to Franklin County Jail
3. Reduce compassion fatigue of paramedics
4. Increase the coordination of patient care
5. Increase linkage and re-linkage to appropriate resources
6. Increase patient and family awareness of harm reduction resources
7. Increase access to Naloxone kits and training for patients and families
8. Develop best practices for community care coordination

Objective 4.8

Explore options that incorporate blended learning to decrease the need to reduce members from the street and take the learning to the firehouse

Timeframe: January 2019

Responsibility: EMS Training Section

Critical Tasks:

1. Document training options from the American Heart Association or RQI program to enable frequent, shorter lessons and competency verifications

Performance Measures and Project Milestones:

1. Reduction in training hours for paramedics
2. Scores of paramedics using blended system for maintaining BLS/ALS skills
3. Retention of paramedics using blended system for maintaining BLS/ALS skills

Objective 4.9

Make CPR and first aid more readily available to the general public to increase survival rates

Timeframe: January 2019

Responsibility: EMS Outreach Officer

Critical Tasks:

1. Increase the access to CPR by the general public by 10% a year

Performance Measures and Project Milestones:

1. Number of people trained through Division of Fire CPR program
2. Before and after instruction testing on CPR skills
3. Follow-up surveys with CPR instruction participants

Objective 4.10

Develop a Columbus Fire Department citizens' fire academy for fire and EMS

Timeframe: June 2018

Responsibility: EMS Outreach Officer

Critical Tasks:

1. Offer EMS and Fire classes for the public after hours and on weekends to ensure everyone has access

Performance Measures and Project Milestones:

1. Number of students participating
2. Feedback on class sessions; Returning students
3. Pre- and post-instruction testing

Objective 4.11

Expand training for bureau inspectors, investigators and community relations staff

Timeframe: 2018

Responsibility: Fire Prevention Bureau Head

Critical Tasks:

1. Maintain annual firearms and defensive tactics training for all investigators
2. Develop a training matrix for Fire Inspectors and Fire Investigators based upon NFPA 1031, NFPA 1033, NFPA 1035, and NFPA 1037

Performance Measures and Project Milestones:

1. A copy of weapon and defensive training certificate or letter of completion shall be retained in each individual's training file
2. Review requirements of NFPA 1031, NFPA 1033, NFPA 1035, NFPA 1037 and develop a training matrix based on those requirements by September 1, 2017
3. Align current level of inspectors training and knowledge to the NFPA requirements by January 1, 2018
4. Provide "bridge training" to bring all inspectors and investigators up to the NFPA competency levels by June 2018

Objective 5.1

Open and staff three new stations added to address development

Timeframe: 2017-2021

Responsibility: Emergency Services Bureau Head; Support Services Bureau Head

Critical Tasks:

1. Open Station 2 – March 2017
2. Begin construction on Station 35 – December 2017
3. Complete Station 35 – March 2019
4. To Station 35, add E35, M35; Re-evaluation position of L5 vs. L35 – March 2019
5. Open Station 36 in south or northeast quadrant of city based on current run data – 2020

Performance Measures and Project Milestones:

1. Stations opened
2. Reduction in response times for all service areas
3. Personnel staffed

Objective 5.2

Open a new logistics center

Timeframe: Mid-2017

Responsibility: Support Services Bureau Head

Critical Tasks:

1. Open Groves Rd Logistics Center
2. Complete move of transferred offices, equipment and staff
3. Create new position of Logistics Center Lieutenant

Performance Measures and Project Milestones:

1. Complete move-in of all offices
2. Secure all facility amenities (IT, utilities)
3. Create job description for Logistics Center Lieutenant

Objective 5.3

Expand facilities for training and command

Timeframe: 2018-2021

Responsibility: Emergency Services Bureau Head; EMS Training Head

Critical Tasks:

1. Start planning process for development of EOC/Command/EMS training lab construction on 3rd floor of Station 1 - 2018
2. Finalize plans and start construction of EOC/Command/EMS training lab construction on 3rd floor of Station 1 - 2019
3. Open Department EOC/Command Training & EMS Scenario Lab on 3rd floor at Station 1 - 2021

Performance Measures and Project Milestones:

1. Opening of facility

Objective 5.4

Implement an inventory control system

Timeframe: 2017

Responsibility: Support Services Bureau Head

Critical Tasks:

1. Implement use of Lucity Inventory Control System
2. Train staff on Lucity

Performance Measures and Project Milestones:

1. Implementation of new inventory control system
2. Number of staff trained in system
3. Reduction in down-time resulting from missing or unusable equipment

Objective 5.5

Expand facilities for Fire Prevention Bureau

Timeframe: 2018-2019

Responsibility: Fire Prevention Bureau Head

Critical Tasks:

1. Evaluate the office space and evidence storage for the Fire and Explosive Investigation Unit and Prevention 18 within Fire Station 1
2. Evaluate the office space for Inspections, Community Relations, and support staff at 3639 Parsons Ave

Performance Measures and Project Milestones:

1. Select a working group to develop specifications for functional office space by January 15, 2018
2. Develop group vision by April 1, 2018
3. Provide report to executive staff by June 15, 2018
4. Seek design professional by February 1, 2019
5. Prepare and finalize final plan from design professional by February 1, 2019
6. Bid project by July 1, 2019
7. Award contract
8. Select a working group to develop specifications for functional office space by December 1, 2015
9. Develop group vision by April 1, 2016
10. Provide report to executive staff by May 15, 2016
11. Seek design professional by August 1, 2016
12. Prepare and finalize final plan from design professional by November 1, 2016
13. Bid project by January 1, 2017
14. Award contract March 1, 2017

Objective 6.1

Implement new mass notification software system

Timeframe: 2017

Responsibility: Support Services Bureau Head; Fire Alarm Office

Critical Tasks:

1. Implement use of Everbridge for mass notification
2. Develop and enter roll lists
3. Test system

Performance Measures and Project Milestones:

1. Installation of system
2. Import and verification of contact lists
3. Successful test of system

Objective 6.2

Develop an inventory management control system for medication and large item accountability

Timeframe: January 2020

Responsibility: EMS/CQI Section

Critical Tasks:

1. Establish a UCapt-it inventory control system within the EMS section of the Division of Fire for better drug accountability

Performance Measures and Project Milestones:

1. Implementation and adoption of new system
2. Reduction in drug losses
3. Staff trained on new system
4. Amount of expired drugs
5. Cost savings from JIT approach
6. Acceptance by the State of Ohio Board of Pharmacy

Objective 6.3

Complete move to new personnel reporting system for all staff

Timeframe: 2017

Responsibility: Administration Bureau Head, Payroll

Critical Tasks:

1. Collect required data on 40-hour employees for new system
2. Implement Telestaff OF237 for all 40-hour bureau staff (other staff already using new system)

Performance Measures and Project Milestones:

1. Number of staff using Telestaff system

Objective 6.4

Upgrade software/IT infrastructure for inspections, permitting and investigations

Timeframe: 2018

Responsibility: Fire Prevention Bureau Head, Department of Technology

Critical Tasks:

1. Specify, fund, and obtain large format digital drafting tables and software to allow electronic plans review. This parallels the Building Service Division movement to electronic plan submittal and review
2. Migrate from the existing AS-400 to Fire House Software and FH Inspector module for field use. This will require the ability to issue permits and invoice
3. Purchase evidence tracking software, which integrates with the State of Ohio Fire Marshal's Lab, for the Fire and Explosive Investigation Unit

Performance Measures and Project Milestones:

1. Target date for electronic plans review software is 1/1/2018
2. Target date for purchase of MobileEyes software for inspections is 1/1/2018
3. Target date for purchase of evidence tracking software is 1/1/2018



THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

DIVISION OF FIRE