

**MAYOR**  
KEITH GASKIN

**CITY COUNCIL**  
ETHEL TAYLOR  
STEWART  
JOSEPH W. MICKENS,  
SR.  
RUSTY GREENE  
PIERRE BEARD SR.  
STEPHEN JONES  
JACKIE DICICCO

**CHIEF OPERATIONS  
OFFICER**  
JAMMIE GARRETT

*City of Columbus*  
POST OFFICE BOX 1408, COLUMBUS, MISSISSIPPI 39703

**CFO/SECRETARY-  
TREASURER**  
JAMES BRIGHAM

**POLICE CHIEF**  
JOSEPH M. DAUGHTRY,  
SR

**FIRE CHIEF**  
DUANE HUGHES

**HUMAN RESOURCES  
DIRECTOR**  
PATRICIA MITCHELL

**INTERIM CITY PLANNING &  
COMMUNITY DEVELOPMENT**  
GEORGE IRBY

**MEETING OF  
THE MAYOR AND CITY COUNCIL  
CITY OF COLUMBUS, MS  
April 2, 2024**

- I. CALL TO ORDER AND INVOCATION**
- II. CONFIRMATION OF/OR AMENDMENTS TO THE AGENDA**
- III. APPROVE MINUTES FOR PREVIOUS MEETINGS.**

A. Approve Minutes of March 19, 2024

**IV. CONSENT AGENDA**

- D. Hughes** A. Approve request for one (1) Fire and Rescue personnel to attend "Emergency Services Administrative Professional Association (ESAP)" to be held in Natchez, MS, and approve payment of registration, hotel, travel, books, meal expenses, and any other expenses in the amount of 800.00.
- D. Hughes** B. Approve request for one (1) Fire and Rescue personnel to attend "NFPA 1041 Fire Service Instructor" to be held in Jackson, MS, and approve payment of registration, hotel, travel, books, meal expenses, and any other expenses in the amount of \$1,075.00.
- D. Hughes** C. Approve request for two (2) Fire and Rescue personnel to attend "Vehicle Extrication & Rescue Technician" to be held in Jackson, MS, and approve payment of registration, hotel, travel, books, meal expenses, and any other expenses in the amount of \$1,310.00.
- D. Hughes** D. Approve request for one (1) Fire and Rescue personnel to attend "NFPA 1035 Public Information Officer Exam" to be held in Jackson, MS, and approve payment of registration, hotel, travel, books, meal expenses, and any other expenses in the amount of \$75.00.
- G. Lewis** E. Approve request for Parks & Recreation Director to attend the Mississippi Municipal League 93rd Annual Summer Conference to be held in Biloxi, MS and approve payment for registration, lodging, travel and meal expenses.
- C. Bush** F. Accept letter of retirement from one (1) Public Works employee, effective March 28, 2024, and authorize the HR Director to begin the normal recruitment process.
- C. Bush** G. Approve request for one (1) Public Works personnel to attend the "Administrative Professional Day Conference" to be held in Athens, GA, and approve payment for registration, lodging, travel and meal expenses of an estimated amount of \$1286.70.
- J. Garrett** H. Approve request for the 28th Annual Market Street Festival funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to be held in the City of Columbus.

- J. Garrett** I. Approve request for the *Annual Juneteenth Festival* funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.
- J. Garrett** J. Approve request for the *Annual 7th Avenue Heritage Festival* funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.
- J. Garrett** K. Approve request to sell beer in Sim Scott Park on June 14-15, 2024 for the *Annual Juneteenth Festival*.
- J. Daughtry** L. Approve permit request submitted by Jason Spears, on behalf of Golden Triangle Elite Soccer Club/Columbus Recreation Department, to host a "Columbus Orthopaedic Riverwalk Spring Invitational" to be held on April 13 - 14, 2024, from 6:00 a.m. until 3:00 p.m. at the Soccer Complex blocking a section of Championship Loop from Second Street North to Moores Creek Road.
- J. Daughtry** M. Approve permit request submitted by Barbara Bigelow, on behalf of Main Street Columbus, to host the "Market Street Festival" to be held on May 3 - 4, 2024 from 5:00 a.m. May 3, 2024, until 12:00 p.m. May 5, 2024; on Friday at the Soccer Complex and on Saturday the remainder of the festival is in downtown Columbus. See attachments.
- J. Daughtry** N. Approve permit request submitted by Leroy Brooks, on behalf of Juneteenth - Columbus, Inc., to host a "Musical Festival" to be held on June 14, 2024, from 6:00 p.m. until 10:00 p.m. and June 15, 2024, from 12:00 p.m. until 11:00 p.m. in Sim Scott Park.
- J. Daughtry** O. Approve permit request submitted by Leroy Brooks, on behalf of Juneteenth - Columbus, Inc., to host the "Juneteenth Festival" to be held on June 15, 2024, from 3:00 p.m. until 10:00 p.m. blocking 20th Street North at 8th Avenue North and 10th Avenue North.
- J. Daughtry** P. Approve permit request submitted by Leroy Brooks, on behalf of Juneteenth - Columbus, Inc., to host the "Juneteenth Parade" to be held on June 15, 2024, from 10:00 a.m. until 11:30 a.m. assembling at the Soccer Complex, proceed up Third Avenue North to Main Street to the Municipal Complex.
- J. Daughtry** Q. Ratify permit request submitted by Freddie Porter, on behalf of Northside M. B. Church, to host a "Pre-Easter Resurrection Day" held on March 30, 2024, from 11:00 a.m. until 3:00 p.m. blocking 15th Street North at 9th Avenue North and 10th Avenue North.
- J. Daughtry** R. Approve request for three (3) CPD Officers to attend the "Less-Lethal Instructor Course" to be held in Pearl, Mississippi and approve payment for registration, lodging, travel and meal expenses in the estimated amount of \$3,559.00.

**V. APPROVE DOCKET OF CLAIMS.**

- J. Brigham** A. Approve Docket of Claims for April 2, 2024

**VI. REPORTS, PROCLAMATIONS, RECOGNITIONS AGENDA:**

- A. Comments from Mayor & Council

**VII. CITIZENS INPUT AGENDA**

- J. Garrett** A. Vanita Phinisey - Golden Triangle Tennis  
Tayla Clay
- J. Garrett** B. Dr. Stanley K. Ellis - Columbus Municipal School District  
May 14, 2024 School Bond Election

**VIII. POLICY AGENDA:**

- S. James** A. Discuss/Approve Derelict Property Docket

- K. Wiegel** B. Discuss/Approve the installation of four sets of handrails in the 500 Block of 2<sup>nd</sup> Avenue North, and consider the recommendation from the Columbus Historic Preservation Commission to remove, or relocate the one installed in front of 506 2<sup>nd</sup> Avenue North.
- J. Daughtry** C. Discuss/Approve promotion of two (2) CPD Corporals to Sergeant.
- J. Daughtry** D. Discuss/Approve hiring one (1) entry level police officer contingent upon a successful completion of preliminary testing.
- D. Hughes** E. Discuss/Approve submission of the Columbus Fire and Rescue Fire and Emergency Services Self-Assessment Manual/Strategic Plan (FESSAM) document required for continued International Accreditation.
- C. Bush** F. Discuss/Approve promotion of one (1) Public Works Laborer to Crew Leader, effective date April 2, 2024.
- G. Lewis** G. Discuss/Approve request to hire one (1) Grounds Maintenance Technician/Laborer for the Parks & Recreation Department, pending successful completion of all preliminary testing.
- J. Garrett** H. Discuss/Approve accepting the *FY2024 Safe Streets and Roads For All Grant* with a match in the amount of \$40,000.
- W. Blunt** I. Discuss/Approve request to replace a vacant full-time Deputy Clerk with a Part-Time Bailiff position and authorize the Human Resources Director to begin advertisement.
- J. Brigham** J. Discuss/Approve acceptance of Bank Depository Bid.
- J. Garrett** K. Discuss/Approve payment of \$6,000 towards Columbus Lowndes Public Library System HVAC Unit.
- J. Garrett** L. Discuss/Approve awarding bypass cutting to S & S Landscaping & Nursery, LLC in the amount of \$99,000.
- J. Garrett** M. Discuss/Approve Interim IT Director contract to Interel Technologies, LLC at \$6,698 per month until the position is filled.

**IX. EXECUTIVE SESSION:**

# **MEETING OF THE MAYOR AND CITY COUNCIL CITY OF COLUMBUS, MS March 19, 2024**

The Mayor and City Council met in Regular Session on Tuesday, March 19 2024 at 5:00 p.m. in the Court Chambers of the Municipal Complex. Mayor Keith Gaskin presided over the meeting and all Council Members were present, except Council Member Beard. Also present were the General Counsel, the COO, CFO, Police Chief, HR Director, and all other Department Heads.

## **I. CALL TO ORDER AND INVOCATION:**

Mayor Gaskin called the meeting to order and called on Minister Belinda Morris to offer the Invocation.

## **II. CONFIRMATION OF/OR AMENDMENTS TO THE AGENDA:**

Councilwoman DiCicco made a motion to move Items “O, P, & Q” from the Consent Agenda to Policy Agenda as Items “J, K, & L.” Council Member Mickens seconded the motion.

All Council Members voted in favor of the motion.

The motion carried 5/0.

## **III. APPROVE MINUTES FOR MEETING OF MARCH 5, 2024 AND THE SPECIAL MEETINGS OF MARCH 12 & 14, 2024.**

Councilwoman DiCicco made a motion to approve the Minutes for the Meeting of March 5, 2024 and the Special Meetings of March 12 & 14, 2024. Councilwoman Stewart seconded the motion.

All Council Members voted in favor of the motion.

The motion carried 5/0.

## **IV. CONSENT AGENDA:**

- A. Approve request for Code Enforcement Director, Sasha James, to attend the 2024 M.A.C.E. Educational Conference, to be held August 14 – 16, 2024 in



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Biloxi, MS, and approve payment of \$175.00 for registration, \$417.00 for lodging, \$112.64 for travel and reimbursement of meal expenses, all totaling \$796.64.

- B. Approve request made by M. Patel to use lot behind the City Garage for Holiday Celebration on March 24, 2024, with assistance from Columbus Fire & Rescue Department.
- C. Approve request for five (5) Fire & Rescue personnel to attend “F0455 Strategy and Tactics for Initial Company Operations” to be held in Starkville, MS, and approve use of city vehicle for travel and reimbursement of meal expenses.
- D. Approve request for Fire & Rescue personnel, Marco Rodriguez, to attend “Norfolk Southern Safety Train” to be held in Tuscaloosa, AL, and approve use of city vehicle and reimbursement of meal expenses.
- E. Approve request for Fire and Rescue personnel, Jaquay Sherrod, to attend “L-105 Public Information Basics Course” to be held in Hattiesburg, MS, and approve payment of registration, lodging, travel, books and reimbursement of meal expenses.
- F. Approve request for CPD Chief Joseph Daughtry to attend the “2024 MACP Summer Educational Conference” to be held in Biloxi, MS, and approve payment of \$350.00 for registration, \$599.95 for lodging, \$100.00 for travel and reimbursement of meal expenses, total cost estimated at \$1,279.95.
- G. Approve request for Victims Advocate, Dorothy Sanders, to attend the “Women of Color – The Healing Guide Seminar” to be held in Southaven, MS, and approve payment of \$230.48 for travel and reimbursement of meal expenses, total cost estimated at \$322.48.
- H. Approve permit request submitted by Shane Cruse, on behalf of Victory Tabernacle Church, to host an “Easter Block Party” to be held on March 30, 2024 from 4:00 p.m. until 8:00 p.m. at Victory Tabernacle Church, 324 – 5<sup>th</sup> Street South. *See attached map.*
- I. Approve permit request submitted by Colin Krieger to host a “Pilot Partner Welcome” to be held on April 9, 2024, from 5:00 p.m. until 7:30 p.m. at 527 Military Road, at the 900 block of 6<sup>th</sup> Avenue North.
- J. Approve permit request submitted by Colin Krieger to host a “Neighborhood Gathering” to be held on March 29, 2024, from 3:00 p.m. until 8:00 p.m. at 527 Military Road, at the 900 block of 6<sup>th</sup> Avenue North.

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- K. Approve permit request submitted by Salem Gibson, on behalf of the Columbus Arts Council, to host “Tennessee Williams Stella Yell” to be held on April 6, 2024, from 3:00 p.m. until 6:30 p.m. *See attached map.*
- L. Approve permit request submitted by Salem Gibson, on behalf of the Columbus Arts Council, to host “Porch Fest & Burns Bottom Arts Festival” to be held on April 13, 2024, from 9:00 a.m. until 6:00 p.m. *See attached map.*
- M. Approve request for the Landfill Scale Operator to attend the Solid Waste Spring Conference, to be held in Biloxi, MS, and approve payment \$350.00 for registration, \$290.00 for lodging, \$351.08 for travel and reimbursement of meal expenses.
- N. Approve recommendation from the January 8, 2024 Planning Commission Meeting for Permitted Use Request 24-01. This request is on behalf of Crossroads of Columbus, 125 Yorkville Road West, Tax Parcel 69W22-00-16100. The Planning Commission recommends approval to allow existing former church building to be used as a drug and alcohol rehabilitation living facility and the former parsonage be used as where the Director or Staff will stay. The Commission based their decision on a public need and no significant objection from the neighbors in the immediate vicinity.

**ITEMS “O. P. & Q” WERE MOVED TO THE POLICY AGENDA.**

- O. Approve request for the Annual Juneteenth Festival funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.
- P. Approve request for the Annual 7<sup>th</sup> Avenue Heritage Festival to be held at Propst Park and funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.
- Q. Approve request for the 28<sup>th</sup> Annual Market Street Festival funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.

Council Member Jones made a motion to approve the Consent Agenda as amended. Councilwoman DiCicco seconded the motion. The Mayor called for discussion, and there being none, all Council Members voted in favor of same, with a unanimous vote of those present, 5/0.

**V. APPROVE DOCKET OF CLAIMS:**

Councilwoman Stewart made a motion to approve the Docket of Claims for March 19, 2024, in the amount of \$646,910.30. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

## **VI. REPORTS, PROCLAMATIONS, RECOGNITIONS AGENDA:**

### **A. Mayor Gaskin asked members of the Council if they had any announcements.**

Council Member Jones thanked our Lobbyists and Cornerstone for working diligently and being successful in helping the City receive additional grant funds.

Council Member Jones also wished Yolanda Smith a speedy recovery from a recent surgical procedure.

- Mayor Gaskin requested MUW President, Ms. Nora Miller to come forward and thanked her for efforts in Jackson to keep MUW open. He continued by reading a presentation in recognition of “W” Day and went on to present Ms. Miller with a Proclamation declaring March 12 – 31, 2024 as “W” Day.
- Chief Daughtry came forward and recognized two (2) CPD Officers, Demarco Easterwood and Jacorius Hammond for successfully completing 2024 Motor Officer Class. Chief Daughtry presented the two (2) Officers with certificate of completion and motor wings. They can now operate the City motorcycles.

### **B. Building Inspection - February 2024 Monthly Report**

The Monthly Report from the Building Inspection Department for February 2024 was presented. No action was taken.

### **C. Columbus Fire & Rescue - February 2024 Monthly Report**

The Monthly Report from the Columbus Fire & Rescue Department for February 2024 was presented. No action was taken.

### **D. Columbus Police Department – February Monthly Report**

The Monthly Report from the Columbus Police Department for February 2024 was presented. No action was taken.

**E. Convention Center/Friendship Cemetery - February Monthly Report**

The Monthly Report from the Convention Center/Friendship Cemetery/Property Manager for February 2024 was presented. No action was taken.

**F. City Garage - February 2024 Monthly Report**

The Monthly Report from the City Garage for February 2024 was presented. No action was taken.

**G. Human Resources Department – February 2024 Monthly Report**

The Monthly Report from the Human Resources Department for February 2024 was presented. No action was taken.

**H. Code Enforcement – February 2024 Monthly Report**

The Monthly Report from the Code Enforcement Department for February 2024 was presented. No action was taken.

**I. Community Outreach Department – February 2024 Monthly Report**

The Monthly Report from the Community Outreach Department for February 2024 was presented. No action was taken.

**J. Public Works Department – February 2024 Monthly Report**

The Monthly Report from Public Works Department for February 2024 was presented. No action was taken.

**K. Office of Planning and Community Development Department – February 2024 Monthly Report**

The Monthly Report from the Office of Planning and Community Development Department was presented. No action was taken.

**L. Municipal Court Division – February 2024 Monthly Report**

The Monthly Report from the Municipal Court Division for February 2024 was presented. No action was taken.

**M. Columbus Recreation Department – February 2024 Monthly report**

The Monthly Report from the Columbus Recreation Department for February 2024 was presented. No action was taken.

**N. Information Technology Department – February 2024 Monthly Report**

The Monthly Report from the Information Technology Department for February 2024 was presented. No action was taken.

**O. Finance – February 2024 Monthly Report**

Jim Brigham, CFO, distributed the Monthly Financial Report for February 2024, which includes the General Fund cash balance of \$10,845,139.55 and is an increase of \$3,122,078.39 compared to the same time last year. The Sales Tax Receipts for February are \$829,827.00, which is a decrease of \$35,282.00 compared to the previous year. The first Modernization Tax Receipt was received on January 25, 2024 and totals \$1,135,749.35. The remaining balance of ARPA Funds is \$3,069,968.93. The balance in the Bridge Repair Fund is \$2,375,277.20 and the Recreation Improvement Fund is \$3,940,894.49. The CFO also distributed an Expenditure Report by department. No action was taken.

**P. Board Vacancies**

Jammie Garrett, COO announced vacancies on various boards, as follows:

**GOLDEN TRIANGLE REGIONAL WASTE MANAGEMENT AUTHORITY**

1 Vacancy, 4-Year Term, position has been vacant since December 2022. Term expires 12/31/2026. Appointment will be made March 19, 2024.

**APPLICANT:**

Julie Goodin

Council Member Jones made a motion to appoint Julie Goodin to the Golden Triangle Regional Waste Management Authority Board for the remainder of a 4-Year Term, until December 31, 2026. Council Member Greene seconded the motion.

**VII. CITIZENS INPUT AGENDA:**

**A. GTE SC Columbus Orthopedic Riverwalk Spring Invitational – Jason Spears**

Mr. Jason Spears came forward and announced that the 1<sup>st</sup> Annual GTE SC Columbus Orthopedic Riverwalk Spring Invitational Soccer Tournament will be held April 13-14, 2024 and noted the value of this tournament.

- 52 Teams are registered from all areas. They will be staying in our hotels, eating in our restaurants and shopping in our stores.
- We appreciate the City's partnership as the City and the event grow.
- There will be a Food Truck
- We request to block off some streets
- We request to place a banner.
- The Columbus Recreation Department will assist with set-up.
- Columbus Fire & Rescue will be on stand-by in case of emergencies.
- We invite the Mayor and Council to attend this event.

Council Member Jones made a motion to approve the request to hang a banner. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

#### **B. KERR-MCGEE LAWSUIT – Belinda Morris & Cliff Johnson**

Ms. Belinda Morris and Mr. Cliff Johnson came forward with concerns about the Kerr-McGee Lawsuit. Ms. Morris read a Mission Statement and made statements about allegations of wrong doing and stated that the City of Columbus Elected Officials and a Lowndes County Supervisor were aware. The Mayor denied the statement, but remarked that he will schedule a meeting so that they can sit and discuss the Kerr-McGee Lawsuit. No action was taken.

### **VIII. POLICY AGENDA:**

#### **A. Discuss/Approve Derelict Property Docket**

##### **EVENING STAR COL. MASONIC**

**918 – 17<sup>th</sup> Street North**

**CASE NUMBER: 24-0051**

**Dilapidated Structure**

**Property Maintenance Code Violation**

The General Counsel called cause number **24-0051**. No one appeared. Code Enforcement Officer Sasha James stated the property was in such a state of uncleanliness as to be a menace to the public under Section 21-19-11 of the

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Mississippi Code and asked the Mayor and Council to adjudicate the property as such and that an Order be entered to such effect, requested **immediate abatement** and that an Order be issued for the property. Council Member Jones made a motion in accordance with Section 21-19-11 of the Mississippi Code, and for an Order stating the City may remove dilapidated buildings or dilapidated fences up to six (6) more times in the twelve (12) month period immediately following the Order and cutting grass and weeds and removing rubbish, personal property and other debris no more than twelve (12) times in a twenty-four (24) month period. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0

**GEORGE O. RUSH, JR.**

**1504 7<sup>th</sup> Avenue North**

**CASE NUMBER: 24-0054**

**Abandoned Structure**

The General Counsel called cause number **24-0054**. Mr. George O. Rush, Jr. came forward and remarked that he has spent his life's savings trying to revitalize this structure and every time he make progress, someone breaks in and steals personal belongings. Mr. Rush was asked to give his contact information to CPD. Code Enforcement Officer, Sasha James, stated that Mr. Rush needs to secure the door. No action was taken.

**\$250.00 OR LESS CASES:**

Code Enforcement Officer, Sasha James, presented one (1) cases, \$250.00 or less for adjudication. Council Member Greene made a motion to accept the notices for property clean-up of properties \$250.00 and less to be adjudicated according to statute. Councilwoman Stewart seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**THE LIST FOLLOWS:**

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**\$250 OR LESS Derelict Properties for March 19, 2024 Mayor and City Council Meeting**

| Case # and Violation                                                   | Ward     | Name and Address                                        | Notes |
|------------------------------------------------------------------------|----------|---------------------------------------------------------|-------|
| <b>24-0063</b><br><br><i>Accumulation of<br/>Rubbish &amp; Garbage</i> | <b>5</b> | <b>ANNIE SYKES</b><br>905 17 <sup>th</sup> Street North |       |



SYKES ANNIE  
1827 WEST 64TH ST  
LOS ANGELES, CA 90047

Date: March 6, 2024

PLEASE TAKE NOTICE that the Mayor and City Council of the City of Columbus (the "Governing Authority"), having a population over one thousand five hundred (1500), has authorized the City of Columbus Code Enforcement Director and/or her assistant to determine whether the property or parcel of land is in such a state of uncleanliness as to be a menace to the public health, safety and welfare of the community when the fee or cost to clean property or a parcel of land that is one (1) acre or less does not exceed Two Hundred Fifty Dollars (\$250.00), excluding administrative costs.

The particular condition(s) as determined by the authorized municipal employee existing as of the date of this notice is/are one or more of the following:

- X The presence of overgrowth of weeds, grass or other vegetation
- X The presence of rubbish/garbage and other debris
- X The presence of abandoned building
- X The presence of abandoned or dilapidated fence(s)
- X The presence of burned structure
- X The presence of dilapidated building(s), slabs or personal property
- X The presence of property maintenance code violation
- X The presence of standing water in cesspools
- X The presence of cistern(s), standing water and cesspools

You are hereby advised that by this correspondence a determination has been made that the condition of property or parcel of land as described is a menace to the public health, safety and welfare of the community, and as such the governing authority of the City of Columbus, if the owner does not do so himself, on or before the 13th day of March, 2024, shall proceed to clean the land, by the use of municipal employees or by contract, by cutting grass and weeds, filling cisterns, removing rubbish, abandoned or dilapidated fences, outside toilets, abandoned or dilapidated buildings, slabs, personal property, which removal of personal property shall not be subject to the provisions of Section 21-19-21, and other debris, and draining cesspools and standing water therefrom.

| Code Section:                               | Corrective Action:                                                                                                                                                                                                                                                                              | Compliance Date: |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 307.1 - Accumulation of Rubbish and Garbage | Remove all trash and debris from the property. All equipment, appliance, and/or material must be stored away from public view and/or stored in an enclosed structure. Generally, any equipment, materials or furnishings that would ordinarily not be used outdoors may not be stored outdoors. | March 13, 2024   |

At least seven (7) days before the date of cleaning, this notice is required to be posted on the property or parcel of land identified herein AND at city hall or such other place in the municipality where such notices are posted AND is required to be mailed, via United States Mail, postage prepaid, to the address of the property or parcel of land identified herein except where the land or structure(s) is apparently vacant, AND to the address where the ad valorem tax notice for the property or parcel of land identified herein is sent by the office charged with collecting ad valorem taxes for the subject property or parcel of land identified herein.

This Notice was posted on the subject property on: March 6, 2024

By: Sasha James, City of Columbus Director of Code Enforcement

This Notice was posted at the City Building Inspection Office on: March 6, 2024

By: Sasha James, City of Columbus Director of Code Enforcement

This Notice was mailed via United States Mail, postage prepaid, to each address identified above on: March 6, 2024

By: Sasha James, City of Columbus Director of Code Enforcement

YOU ARE ADVISED THAT A FINDING BY THE MUNICIPAL OFFICIAL THAT THE PROPERTY OR PARCEL OF LAND IS IN NEED OF CLEANING WILL AUTHORIZE THE MUNICIPALITY TO REENTER THE PROPERTY OR PARCEL OF LAND FOR A PERIOD OF TWO (2) YEARS AFTER THE MUNICIPAL OFFICIAL'S DETERMINATION WITHOUT ANY FURTHER HEARING OR ACTION IF NOTICE IS POSTED ON THE PROPERTY OR PARCEL OF LAND AND AT CITY HALL OR ANOTHER PLACE IN THE MUNICIPALITY WHERE SUCH NOTICES ARE GENERALLY POSTED AT LEAST SEVEN (7) DAYS BEFORE THE PROPERTY OR PARCEL OF LAND IS REENTERED FOR CLEANING. A COPY OF THE REQUIRED NOTICE MAILED AND POSTED AS REQUIRED BY MCA SECTION 21-19-11(2) (a)&(b) SHALL BE RECORDED IN THE MINUTES OF THE GOVERNING AUTHORITY IN CONJUNCTION WITH THE HEARING REQUIRED BY SAID SECTION.

Thereafter, the governing authority shall by resolution adjudicate the actual cost of cleaning the property under this provision, provided the same does not exceed Two Hundred Fifty Dollars (\$250.00) and may also impose a penalty not to exceed One Hundred Dollars (\$100.00) or one hundred percent (100%) of the actual cost of cleaning the property, whichever is more.

The cost and any penalty imposed may become a civil debt against the property owner, and/or, at the option of the governing authority, an assessment against the property. The "cost assessed against the property" means either the cost to the municipality of using its own employees to do the work or the cost to the municipality of any contract executed by the municipality to have the work done, and additionally may include administrative costs of the municipality not to exceed Fifty Dollars (\$50.00). For subsequent cleaning within the one-year period, upon seven (7) days' notice posted both on the property or parcel of land adjudicated in need of cleaning and at city hall or another place in the municipality where such notices are generally posted, and consistent with the municipal official's determination as authorized, a municipality may reenter the property or parcel of land to maintain cleanliness without further notice or hearing no more than six (6) times in any twelve-month period with respect to removing abandoned or dilapidated buildings, slabs, dilapidated fences and outside toilets, and no more than twelve (12) times in any twenty-four-month period with respect to cutting grass and weeds and removing rubbish, personal property and other debris on the land, and the expense of cleaning of the property shall not exceed an aggregate amount of One Thousand Dollars (\$1,000.00) per year. The governing authority may assess the same actual costs, administrative costs, and penalty for each time the property or land is cleaned as otherwise provided. The penalty provided herein shall not be assessed against the State of Mississippi upon request for reimbursement under Section 29-1-145, nor shall a municipality clean a parcel owned by the State of Mississippi without first giving notice. Upon written authority from the Secretary of State's office, for state-owned properties, a municipality may forgo the notification process that is prescribed in this subsection and proceed to clean the properties and assess costs as prescribed in this subsection, except that, penalties shall not be assessed against the State of Mississippi. A determination made by an appropriate municipal employee under this subsection (2) that the state or condition of property or a parcel of land is a menace to the public health, safety and welfare of the community shall not subsequently be used to replace a hearing if Section 21-19-11(1) is later utilized by a municipality when the prerequisites of Section 21-19-11(2) are not satisfied.

An appeal of this decision may be made to the Governing Authority of the City of Columbus and such appeal shall be in writing, state the basis for the appeal and be filed with the city clerk no later than seven (7) days from the latest date of notice required under MCA 21-19-11(2).

For any questions, please call Sasha James, the Code Enforcement Director for the City of Columbus at 662-245-3053 or 662-245-5070.

This 6th day of March, 2024,  
Sasha James  
City of Columbus Director of Code Enforcement

A copy of this notice shall be recorded in the minutes of the governing authority in conjunction with MCA Section 21-19-11 (2).



**B. Discuss/Approve Recommendations from the March 11, 2024 Planning Commission Meeting.**

**Docket 24-02**

**William Ferguson, Property Owner**  
**2700 block of Military Road**  
*Tax Parcel 55W09-00-01000*

***A request to name a private drive off Military Road as “Margie Lane”***

*The Planning Commission recommends approval of request.*

**The Commission based their decision on the fact that there were no issues concerning duplication, or similarity, with the proposed road name per City & County Street Directory.**

Council Member Greene moved that the facts and findings of the Planning Commission be adopted as the facts and findings of the Mayor and City Council, and that the recommendation of the Planning Commission to grant the request to name a private drive off Military Road as “Margie Lane” be approved. Councilwoman DiCicco seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**Permitted Use Request 24-03**

**Monika Willis, Property Owner**  
**1702 7<sup>th</sup> Street North**  
*Tax Parcel 56W18-01-05900*

***A request to establish an Elderly Residential Living Facility***

With a non-binding vote, due to lack of a quorum, the Planning Commission voted four to zero to recommend denial to use this single-family home as an elderly residential assisted living facility. NOTE: There were four members present and one on the phone for the beginning of this case, making a quorum, but he was lost sometime before the vote and attempts to reconnect for his vote were unsuccessful.

**The Commission based their decision on an objection from a neighbor in the immediate vicinity, this use would not be a good fit for the neighborhood, and it may set an unwanted precedent.**

Council Member Jones made a motion to return this case back to the Planning Commission when there is a binding vote and a full quorum. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**Permitted Use Request 24-08**

**Lauretta Tucker, (Future Property Owner)**  
**225 Byrnes Circle**  
Tax Parcel 61W05-01-00600

***A request to assume ownership and operation of an existing child daycare.***

With a non-binding vote, due to lack of a quorum, the Planning Commission voted four to zero to recommend approval for the new owner to continue this daycare operation.

***The Commission based their decision on no objections from neighbors in the immediate vicinity and the fact that this was an existing child daycare facility.***

Council Member Jones made a motion to return this case back to the Planning Commission when there is a binding vote and a full quorum. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**C. Discuss/Approve Passage of Muffler Noise Ordinance**

The General Counsel and Council discussed this request and resolved that the current Noise Ordinance covers muffler noise; therefore, no approval is necessary.

**D. Discuss/Approve hiring two (2) entry-level Police Officers and two (2) Certified Police Officers, contingent on successful completion of preliminary testing.**

Council Member Jones made a motion to approve the hiring of Michael Frierson and Brian Cantrell as Entry-Level Police Officers and Kahlan Harris and Michael Lay as Certified Police Officers, contingent on successful completion of preliminary testing. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**E. Discuss/Approve awarding the Bid for Grounds Maintenance of Friendship Cemetery and Historic Sandfield Cemetery to BAMs LL.**

Councilwoman Stewart made a motion to award the Bid for the rounds Maintenance Contract for Friendship Cemetery to BAMs LL in the amount of \$126,291.00 for 33 cuts and \$22,275.00 for Historic Sandfield Cemetery for 33 cuts. Council Member Jones seconded the motion..

All Council Members voted in favor of the motion.

The motion carried 5/0.

(BID TABULATION FOLLOWS)

**CITY OF COLUMBUS PURCHASING DEPARTMENT  
COLUMBUS, MISSISSIPPI**

**GROUNDS MAINTENANCE CONTRACT**

**BID TABULATION**

February 29, 2024 at 3:00 p.m.

| VENDOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | FRIENDSHIP CEMETERY   | HISTORIC SANDFIELD CEMETERY | 33 CUTS                          | BID BOND | TOTAL BID                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------|----------------------------------|----------|-----------------------------------------------|
| BAMs LL<br>SAMMY L. BROWN, JR.<br>P. O. BOX 2097<br>COLUMBUS, MS 39704<br>662.251.0897                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$3,827.00<br>PER CUT | \$675.00<br>PER CUT         | YES<br>33 CUTS FOR EACH CEMETERY | YES      | \$126,291.00<br>\$ 22,275.00<br>\$148,566.00  |
| CLEAN CUT LAWN<br>CARE LLC<br>Richard Caradine<br>1412 S. Matubba<br>Aberdeen, MS 39730<br>662.542.7945                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | COMBINED              | COMBINED                    | YES<br>33 CUTS FOR EACH CEMETERY | YES      | \$100,000.00<br>TOTAL BID FOR BOTH CEMETERIES |
| <b>CUT SCHEDULE:</b><br>November – February: 1 cut per month = 4 cuts<br>March: 2 cuts = 2 cuts<br>April – September: 4 cuts per month = 22 cuts (24) cuts (May vary, due to temperature and amount of rain)<br>October: 3 cuts = 3 cuts<br><br><b>TOTAL CUTS: 33 (35)</b> (May vary if there are five weeks in the month, as well as temperature and rain.                                                                                                                                                                                                                                                   |                       |                             |                                  |          |                                               |
| BAMs LL is the current Contractor. He supplied all requested information in detailed form, including an itemized list of equipment and staff members by name and their position.<br>Clean Cut Lawn Care LLC supplied requested information, but only submitted pictures of four (4) pieces of mowers and a picture of weed eaters. The number of staff members was not submitted.<br><br><i>Based on historical bids, which included Friendship Cemetery ONLY, no former bidder could complete the task as required for \$100,000.00. They either requested an increase or requested to end the contract.</i> |                       |                             |                                  |          |                                               |

**F. Discuss/Approve Implementation of the Conflict Resolution & Counseling Pretrial Diversion Program**

Council Member Jones made a motion to approve the Implementation of the Conflict Resolution & counseling Pretrial Diversion Program, which is designed to offer conflict resolution skills and strategies in a mental health setting and include support group and individual counseling for expanding intervention as a form of alternative sentencing options. Councilwoman DiCicco seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**G. Discuss/Approve resolution to approve the 2024 COLA Payment**

Council Member Jones made a motion to adopt the Resolution approving the 2024 COLA Payment. Council Member Greene seconded the motion.

The foregoing Resolution was read, considered and voted upon section by section and as a whole, the vote of each and all of the sections, and upon the Resolution as an entirety, was taken by “yea” and “nay” vote with the following results:

|                                     |        |            |
|-------------------------------------|--------|------------|
| Council Member Ethel Taylor Stewart | voted: | <u>YEA</u> |
| Council Member Joseph Mickens, Sr.  | voted: | <u>YEA</u> |
| Council Member Russell Greene       | voted: | <u>YEA</u> |
| Council Member Pierre Beard, Sr.    | voted: | <u>YEA</u> |
| Council Member Stephen Jones        | voted: | <u>YEA</u> |
| Council Member Jacqueline DiCicco   | voted: | <u>YEA</u> |

The motion having received the affirmative vote of all Council Members present, the Mayor declared the motion carried and the Resolution adopted.

ADOPTED, APPROVED AND PASSED this the 19<sup>th</sup> day of March, 2024.

**THE RESOLUTION FOLLOWS ON THE NEXT PAGE:**

**RESOLUTION OF THE CITY OF COLUMBUS, MISSISSIPPI  
REQUESTING THE PUBLIC EMPLOYEES' RETIREMENT  
SYSTEM OF MISSISSIPPI TO MAKE PAYMENT  
OF THE 2024 COLA**

**WHEREAS**, the City of Columbus is required to fund the necessary payment for the City of Columbus Police and Fire Disability and Relief Fund and the 2024 payment will become due at the end of 2024, and the funds are available to make such payments.

**IT IS THEREFORE**, Resolved and Ordered that the City of Columbus does hereby adopt the Resolution request that the 2024 COLA payment be timely made.

**THE ABOVE RESOLUTION**, having been first reduced to writing, was introduced by Council Member JONES, who moved for its adoption. It was seconded by Council Member GREENE.

The foregoing Resolution was read, considered and voted upon section by section and as a whole, the vote of each and all of the sections, and upon the Resolution as an entirety, was taken by "yea" and "nay" vote with the following results:

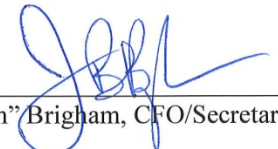
|                                     |                   |
|-------------------------------------|-------------------|
| Council Member Ethel Taylor Stewart | voted: <u>YES</u> |
| Council Member Joseph Mickens, Sr.  | voted: <u>YES</u> |
| Council Member Russell Greene       | voted: <u>YES</u> |
| Council Member Pierre Beard, Sr.    | voted: <u>YES</u> |
| Council Member Stephen Jones        | voted: <u>YES</u> |
| Council Member Jacqueline DiCicco   | voted: <u>YES</u> |

The motion having received the affirmative vote of all Council Members present, the Mayor declared the motion carried and the Resolution adopted.

ADOPTED, APPROVED AND PASSED this the 19<sup>th</sup> day of March, 2024.

  
\_\_\_\_\_  
Keith Gaskin, Mayor

ATTEST:

  
\_\_\_\_\_  
James "Jim" Brigham, CFO/Secretary-Treasurer



- H. Discuss/Approve Memorandum of Understanding, IRS form W9, Letter requesting transfer of funds: HB603 Verification Form and Bond Advisory Contact Form for the receipt of \$2,000,000.00 from the Department of Finance and Administration for the Burns bottom Urban Renewal Project and authorize the Mayor and Municipal Clerk to execute and deliver same.**

Council Member Jones made a motion to approve the Memorandum of Understanding, IRS form W9, Letter requesting transfer of funds: HB603 Verification Form and Bond Advisory Contact Form for the receipt of \$2,000,000.00 from the Department of Finance and Administration for the Burns bottom Urban Renewal Project and authorize the Mayor and Municipal Clerk to execute and deliver same. Council Member Mickens seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**THE SUPPORTING DOCUMENTS FOLLOW:**

**(THIS SPACE LEFT BLANK INTENTIONALLY)**

Government

#### MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (hereinafter the "MOU") is entered into between the Mississippi Department of Finance and Administration (hereinafter the "DFA") and the City of Columbus (assist Columbus Redevelopment Authority with Park View-Burns Bottom Project) for the purpose of establishing the agreed upon conditions under which the DFA may disburse funds to assist the City of Columbus in paying costs associated with the local project (hereinafter the "Project") specified in Section 28(nx) of House Bill 603, 2023 Regular Legislative Session, Laws of 2023, (hereinafter the "Act"). This MOU is entered into in accordance with Miss. Code Ann. Section 27-104-351, also known as the Line-Item Appropriation Transparency Act, and pursuant to, and subject to the terms of the Act, which authorizes an amount not to exceed (\$3,000,000.00) (hereinafter the "Project Funds"), for the Project. **(PLEASE NOTE THAT IT IS YOUR RESPONSIBILITY TO SPEND THE FUNDS RECEIVED FROM THE STATE IN ACCORDANCE WITH THE ACT AS WELL AS ALL STATE AND FEDERAL LAWS AND REGULATIONS.)**

#### RECITALS

**WHEREAS**, Section 28 of House Bill 603, 2023 Regular Legislative Session, authorized expenditures from the 2023 Local Improvements Projects Fund for certain projects; and

**WHEREAS**, pursuant to Section 28(nx) of House Bill 603, 2023 Regular Legislative Session, Laws of 2023, the Legislature has appropriated funds to the City of Columbus to pay the costs of the Project; and

**WHEREAS**, the Act authorizes the DFA to disburse monies in the 2023 Local Improvements Projects Fund to pay the costs of the Project; and

**WHEREAS**, the City of Columbus shall maintain the Project Funds in a separate bank account; and

**WHEREAS**, the DFA has requested the City of Columbus to maintain on file the documentation listed in "Exhibit A" attached hereto and incorporated herein by reference, to the extent the City of Columbus is subject to the State's procurement laws; and

**WHEREAS**, the City of Columbus agrees to expend the funds within thirty-six (36) months from the date of receipt from the DFA; and

**WHEREAS**, the City of Columbus agrees that if any proceeds from the Project Funds are remaining at the completion of the Project, the City of Columbus will immediately notify and consult with the DFA regarding the disposition of the funds, and said funds shall be directed in accordance with the Act; and



MINUTES OF THE  
MAYOR AND CITY COUNCIL  
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**WHEREAS**, the City of Columbus agrees to provide quarterly notarized reports to the DFA which describe and itemize the expenditure of the Project Funds and also provide an update on the status of the Project including future expenditure of the funds. The quarterly reports must be provided on a form designated by the DFA and must include all invoices and bank statements associated with the reported expenditures. The quarterly reports shall be provided within thirty (30) days of each calendar quarter end. The City of Columbus shall also provide to the DFA a final report no more than thirty (30) days after final expenditure of funds, summarizing the expenditures and use of the Project Funds upon completion of the Project. All invoices that have not previously been submitted, shall be submitted upon completion of the Project; and

**WHEREAS**, the DFA finds that it is in the best interest of the DFA and the City of Columbus that the funds on deposit in the 2023 Local Improvements Projects Fund for the City of Columbus (assist Columbus Redevelopment Authority with Park View-Burns Bottom Project) should be disbursed to the City of Columbus and that the City of Columbus shall directly administer the expenditure of such funds for the Project.

**NOW THEREFORE, IT IS MUTALLY AGREED BY THE MISSISSIPPI DEPARTMENT OF FINANCE AND ADMINISTRATION AND THE CITY OF COLUMBUS AS FOLLOWS:**

**Section 1.** The DFA, pursuant to the Act, shall disburse the Project Funds from the 2023 Local Improvements Projects Fund upon written request of the City of Columbus to pay the costs associated with the Project.

**Section 2.** The City of Columbus certifies and agrees to make every effort to expend all funds received from the 2023 Local Improvements Projects Fund within thirty-six (36) months from the date of receipt and **solely** for the costs of the Project as set forth in the Act and upon the terms and provisions of this MOU. Failure of the City of Columbus to adhere to any provision within this MOU may result in immediate action by the State to recover project funds.

**Section 3.** The City of Columbus agrees to procure any necessary construction, goods, and services for the Project in accordance with State procurement laws to the extent the City of Columbus is subject to same. Failure to adhere may cause the DFA to withhold all sums for the Project and seek recovery of same. Further, the City of Columbus agrees to maintain on file the documentation listed in "Exhibit A" attached hereto and incorporated herein, in accordance with State law and the recitals of this MOU.

**Section 4.** The City of Columbus agrees to provide the DFA quarterly notarized reports as set forth hereinabove, in a format designated by the DFA. The quarterly reports shall be provided within thirty (30) days of each calendar quarter end. The City of Columbus shall also provide the DFA with a final report summarizing the

MINUTES OF THE  
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MARCH 19, 2024

expenditures and use of the Project Funds no more than thirty (30) days after final expenditure of the Project Funds.

**Section 5.** The City of Columbus agrees to maintain copies of all invoices, bank statements, and similar documentation for each expenditure of all funds received from the 2023 Local Improvements Projects Fund sufficient to satisfy and confirm, to the DFA's satisfaction, that such funds have been expended **solely** for the costs of the project as authorized and provided by the Act.

**Section 6.** The City of Columbus agrees that if any proceeds from the Project Funds are remaining at the completion of the Project, the City of Columbus will immediately notify and consult with the DFA regarding the disposition of the funds and said funds shall be directed in accordance with the Act.

**Section 7.** The City of Columbus agrees that Project Funds shall be expended in accordance with all State and Federal laws and regulations, and that failure to do so may cause the DFA to withhold funds for the Project or seek recovery of same.

**Section 8.** All notices or information pursuant to this MOU shall be provided as follows:

City of Columbus  
Attn: Keith Gaskin, Mayor  
523 Main Street  
Columbus, Mississippi 39701  
Phone: 662-244-3500  
Email: [james.brigham@columbusms.org](mailto:james.brigham@columbusms.org)

Mississippi Department of Finance and Administration  
Attention: Gilda Reyes, Bond Advisory Director  
501 North West Street, Suite 1301  
Jackson, Mississippi 39201  
Telephone: 601-359-5516  
Email: [Gilda.Reyes@dfa.ms.gov](mailto:Gilda.Reyes@dfa.ms.gov)

**Section 9.** This MOU shall be effective from and after the final signature date.

**IN WITNESS WHEREOF**, the parties have affixed their signatures on the dates indicated below.

**MISSISSIPPI DEPARTMENT OF FINANCE AND ADMINISTRATION**

By: \_\_\_\_\_  
Liz Welch, Executive Director

Date: \_\_\_\_\_

**CITY OF COLUMBUS**

MINUTES OF THE  
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MARCH 19, 2024

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Keith Gaskin, Mayor

**EXHIBIT A**

The City of Columbus (assist Columbus Redevelopment Authority with Park View-Burns Bottom Project) shall maintain on file, the following items in relation to the Project:

1. Proof of Advertisement (i.e. copy of the advertisement, MPTAP and/or procurement portal posting, etc.) for any Request for Qualification (RFQ), Request for Proposals (RFP), or Invitation for Bid (IFB).
2. The Program of Work for the Project.
3. All solicitation documents (RFQ, RFP, IFB, etc.).
4. A list of bidders/respondents, including the Bid Tabulation Form/Register of Proposals. For construction awards, include recommendation of the Professional for the award of contract. For items procured by RFQ or RFP, include evaluation committee tally sheets/overall scoring in support of award decision.
5. A copy of all payment requests or invoices for said construction, goods, and services. In the case of construction contractor payment applications, include Professional's approval of payment.
6. All contracts awarded for the Project.
7. All bank statements.
8. Any and all other documentation which may be required to document, to the DFA's satisfaction, that the Project funds are expended **solely** for the costs of the Project as set forth in the Act and upon the terms and provisions of this MOU.

**I. Discuss/Approve accepting the FY2024 Safe Streets and Roads for All Grant with a 20% match in the amount of \$40,000.00.**

Kevin Stafford dba Neel-Schaffer, Inc. came forward and apprised the Mayor and Council of the specifics of this grant. The grant is for \$160,000.00 and requires a \$40,000.00 match, which would not be due this fiscal year. The purpose of this grant is for the City to develop a comprehensive safety action plan for the City of Columbus to improve road safety for all user. In recognition of the risks to life and safety, the roads in Columbus present for citizens, the City of Columbus is committed to develop a safety action plan to improve everyday life with robust public & stakeholder input, safety analysis and equity analysis. Council Member Greene made a motion to table this matter. Council Member Mickens seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**THE NEXT THREE (3) ITEMS WERE MOVED FROM THE CONSENT AGENDA FOR DISCUSSION.**

**J. Approve request for the Annual Juneteenth Festival funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.**

Council Member Mickens made a motion to table this matter until the next meeting. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**K. Approve request for the Annual 7<sup>th</sup> Avenue Heritage Festival to be held at Propst Park and funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.**

Council Member Mickens made a motion to table this matter until the next meeting. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

MINUTES OF THE  
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MARCH 19, 2024

- L. Approve request for the 28<sup>th</sup> Annual Market Street Festival funding in the amount of \$15,000.00 per the 2% Restaurant Tax Agreement to fund festivals in the City of Columbus.**

Council Member Mickens made a motion to table this matter until the next meeting. Council Member Greene seconded the motion.

All Council Members present voted in favor of the motion.

The motion carried 5/0.

**ADJOURNMENT:**

The Mayor then asked if there was any other business to come before the Mayor and City Council. There being none, the Mayor announced that the meeting was ADJOURNED.

Approved by: \_\_\_\_\_  
**Keith Gaskin, Mayor**

\_\_\_\_\_  
**James "Jim" Brigham**  
**CFO/Secretary-Treasurer/Clerk**

)

# EMERGENCY SERVICES ADMINISTRATIVE PROFESSIONAL ASSOCIATION

## 2024 ANNUAL CONFERENCE

September 4-6th – Natchez, MS

The Grand Hotel

### DUES & REGISTRATION FORM

PLEASE RETURN THE COMPLETED FORM TO:

Emergency Services Administrative Professionals (ESAP)

Attn: Treasurer

PO BOX 623

Canton, MS 39046

Email: msesapassoc@gmail.com



Dorothea (Dolly) Tompkins

Name (please print)

72 Airline Rd.

Mailing Address

Columbus, MS 39702

City, State, Zip

Columbus Fire and Rescue

Department/ Title

662-329-5124 ext. 440

Daytime Telephone/Fax Number

Dorothea.tompkins@columbusms.org

Email Address *\*required\**

#### 2024 DUES & REGISTRATION:



MEMBERSHIP DUES

\$ 50.00

Please check box if only paying for "Dues Only" ☐



CONFERENCE REGISTRATION \$200.00 (EARLY, Postmarked by 8/1/2024)

\$ 200.00



CONFERENCE REGISTRATION \$225.00 (LATE, Received after 8/1/2024)

\$



GUEST TICKETS (includes social event only)

QTY \_\_\_\_\_ x 30.00

\$

**TOTAL**

**\$ 250.00**

#### METHOD OF PAYMENT:



Check enclosed

CK# \_\_\_\_\_



Invoice my department:

PO# \_\_\_\_\_



I will be bringing my payment to conference. Note, all payments received after deadline will be considered late registration.

**One shirt is provided as part of your Registration Fee!**

Please indicate size: (guaranteed *only* with early registration)

Size: X-Large (Please write in your size S-4X)



Please check box if you have dietary restrictions.

#### HOTEL INFORMATION:

Hotel: The Grand Hotel, Natchez, MS

Group Name: Emergency Services Administrative Professionals

Group Code: ESAP

Cut-Off Date: Thursday, AUGUST 1, 2024

Reservations: [www.natchezgrandhotel.com](http://www.natchezgrandhotel.com) or Call 601-446-9994

Room Rate: \$119.00 nightly

**CITY OF COLUMBUS, MISSISSIPPI**  
**OFFICIAL TRAVEL REQUEST APPLICATION**

Officials, Officers and Employees of the City of Columbus seeking approval from the Mayor and City Council for permission to travel shall submit this application, fully completed and signed in **ADVANCE** of the requested travel. Except in urgent or necessitous cases, **Requests for Travel** must be submitted for approval well in advance of the Departure Date so that the Mayor and City Council can consider the request at a regular meeting of the Mayor and City Council before the travel. Travel and reimbursement for same is governed by Section 25-3-41 of the Mississippi Code of 1972 as may be amended from time to time.

**INFORMATION ABOUT THE TRAVEL SOUGHT**

- Typed or Printed Name of Official Applying for Travel: Joe Denton
  - Name of Event Official seeks to Attend:NFPA 1041 Fire Service Instructor
  - Benefit to City resulting from Attendance:Required training for the department
- 
- Location (City & State) of the Event for which Travel is sought: Jackson MS
  - Name of Hotel, Motel or place of Lodging if reimbursement is sought:Click here to enter text.
  - Proposed Date of Departure: 4/28/2024      • Proposed Date of Return:5/9/2024
  - Mode of Transportation:City

**ITEMIZED ESTIMATE OF COSTS OF TRAVEL**

- Estimated Total Fees for Registration of all programs at Event, Conference, Seminar, Class or Program: \$ **600.00**
- Cost per Night of Lodging: \$ \_\_\_\_\_
- Total Estimated Lodging Costs for All Nights: \$ \_\_\_\_\_
- Estimated Cost of Transportation (Gas, Airfare, Taxi or Mileage Reimbursement):
  - Gas (if using City Vehicle): \$ **100.00**
  - Airfare (if flying): \$ \_\_\_\_\_
  - Taxi Service (if anticipated): \$ \_\_\_\_\_
  - Mileage Reimbursement (if driving Personal Vehicle): \$ \_\_\_\_\_
- Estimated Cost of Meals: \$ **375.00**
- Any other Estimated Costs: \$ \_\_\_\_\_
- TOTAL ESTIMATED COSTS** \$ **1075.00**

I certify that the estimates of the costs of travel as set forth on this form are my best estimates based upon information reasonably available. I also certify that I understand that in order to be reimbursed for the estimated costs above, I must produce upon return any and all registration forms, receipts for meals, and lodging, together with any other bona fide proof of payment for the estimated costs set forth above.

Signature: \_\_\_\_\_

Date:3/25/2024



**CITY OF COLUMBUS, MISSISSIPPI  
OFFICIAL TRAVEL REQUEST APPLICATION**

Officials, Officers and Employees of the City of Columbus seeking approval from the Mayor and City Council for permission to travel shall submit this application, fully completed and signed in **ADVANCE** of the requested travel. Except in urgent or necessitous cases, **Requests for Travel** must be submitted for approval well in advance of the Departure Date so that the Mayor and City Council can consider the request at a regular meeting of the Mayor and City Council before the travel. Travel and reimbursement for same is governed by Section 25-3-41 of the Mississippi Code of 1972 as may be amended from time to time.

**INFORMATION ABOUT THE TRAVEL SOUGHT**

- Typed or Printed Name of Official Applying for Travel: Marco Rodriguez, Damon Estes
  - Name of Event Official seeks to Attend: Vehicle Extrication & Rescue Technician
  - Benefit to City resulting from Attendance: Required training for the department
- 
- Location (City & State) of the Event for which Travel is sought: Jackson MS
  - Name of Hotel, Motel or place of Lodging if reimbursement is sought: Click here to enter text.
  - Proposed Date of Departure: 4/21/2024      • Proposed Date of Return: 4/26/2024
  - Mode of Transportation: City

**ITEMIZED ESTIMATE OF COSTS OF TRAVEL**

- Estimated Total Fees for Registration of all programs at Event, Conference, Seminar, Class or Program: \$ **800.00**
  - Cost per Night of Lodging: \$ \_\_\_\_\_
  - Total Estimated Lodging Costs for All Nights: \$ \_\_\_\_\_
  - Estimated Cost of Transportation (Gas, Airfare, Taxi or Mileage Reimbursement):
    - Gas (if using City Vehicle): \$ **50.00**
    - Airfare (if flying): \$ \_\_\_\_\_
    - Taxi Service (if anticipated): \$ \_\_\_\_\_
    - Mileage Reimbursement (if driving Personal Vehicle): \$ \_\_\_\_\_
  - Estimated Cost of Meals: \$ **460.00**
  - Any other Estimated Costs: \$ \_\_\_\_\_
- TOTAL ESTIMATED COSTS                      \$      **1310.00****

I certify that the estimates of the costs of travel as set forth on this form are my best estimates based upon information reasonably available. I also certify that I understand that in order to be reimbursed for the estimated costs above, I must produce upon return any and all registration forms, receipts for meals, and lodging, together with any other bona fide proof of payment for the estimated costs set forth above.

Signature: \_\_\_\_\_

Date: 3/25/2024



**CITY OF COLUMBUS, MISSISSIPPI  
OFFICIAL TRAVEL REQUEST APPLICATION**

Officials, Officers and Employees of the City of Columbus seeking approval from the Mayor and City Council for permission to travel shall submit this application, fully completed and signed in **ADVANCE** of the requested travel. Except in urgent or necessitous cases, **Requests for Travel** must be submitted for approval well in advance of the Departure Date so that the Mayor and City Council can consider the request at a regular meeting of the Mayor and City Council before the travel. Travel and reimbursement for same is governed by Section 25-3-41 of the Mississippi Code of 1972 as may be amended from time to time.

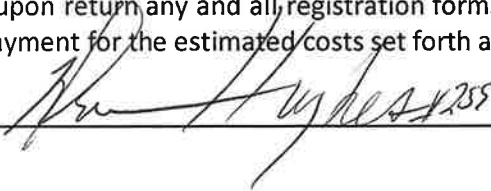
**INFORMATION ABOUT THE TRAVEL SOUGHT**

- Typed or Printed Name of Official Applying for Travel: Jaquay Sherrod
  - Name of Event Official seeks to Attend: NFPA 1035 Public Information Officer Exam
  - Benefit to City resulting from Attendance: Required training for the department
- 
- Location (City & State) of the Event for which Travel is sought: MSFA Jackson, MS
  - Name of Hotel, Motel or place of Lodging if reimbursement is sought: Click here to enter text.
  - Proposed Date of Departure: 4/3/2024      • Proposed Date of Return: 4/3/2024
  - Mode of Transportation: City

**ITEMIZED ESTIMATE OF COSTS OF TRAVEL**

- Estimated Total Fees for Registration of all programs at Event, Conference, Seminar, Class or Program: \$ 0.00
- Cost per Night of Lodging: \$ \_\_\_\_\_
- Total Estimated Lodging Costs for All Nights: \$ \_\_\_\_\_
- Estimated Cost of Transportation (Gas, Airfare, Taxi or Mileage Reimbursement):
  - Gas (if using City Vehicle): \$ 50.00
  - Airfare (if flying): \$ \_\_\_\_\_
  - Taxi Service (if anticipated): \$ \_\_\_\_\_
  - Mileage Reimbursement (if driving Personal Vehicle): \$ \_\_\_\_\_
- Estimated Cost of Meals: \$ 25.00
- Any other Estimated Costs: \$ 0.00
- TOTAL ESTIMATED COSTS** \$ 75.00

I certify that the estimates of the costs of travel as set forth on this form are my best estimates based upon information reasonably available. I also certify that I understand that in order to be reimbursed for the estimated costs above, I must produce upon return any and all registration forms, receipts for meals, and lodging, together with any other bona fide proof of payment for the estimated costs set forth above.

Signature: 

Date: 3/26/2024

# UPCOMING MML EVENTS

**16TH ANNUAL STATEWIDE YOUTH LEADERSHIP SUMMIT**  
March 1 -2, 2024 / Mississippi State University / Starkville, MS

**MML 93RD ANNUAL CONFERENCE**

June 24 - 26, 2024 / Biloxi, MS

HOTEL ROOM BLOCKS OPEN TUESDAY, JANUARY 16 AT 10AM

**MML GRATEFULLY ACKNOWLEDGES OUR  
MID-WINTER LEGISLATIVE CONFERENCE SPONSORS**

**PLATINUM**

**BUTLER SNOW**



**RAYMOND JAMES**



**GOLD**

Environmental Technical Sales, Inc. • Mississippi Communities Health Advisers  
Mississippi Power • MunicipalPAY • T. Baker Smith • Trinity Capital

**SILVER**

Biloxi Shuckers • Cypress Environment & Infrastructure • Mississippi 811 • Neel-Schaffer, Inc.



600 East Annie Street • Suite 104

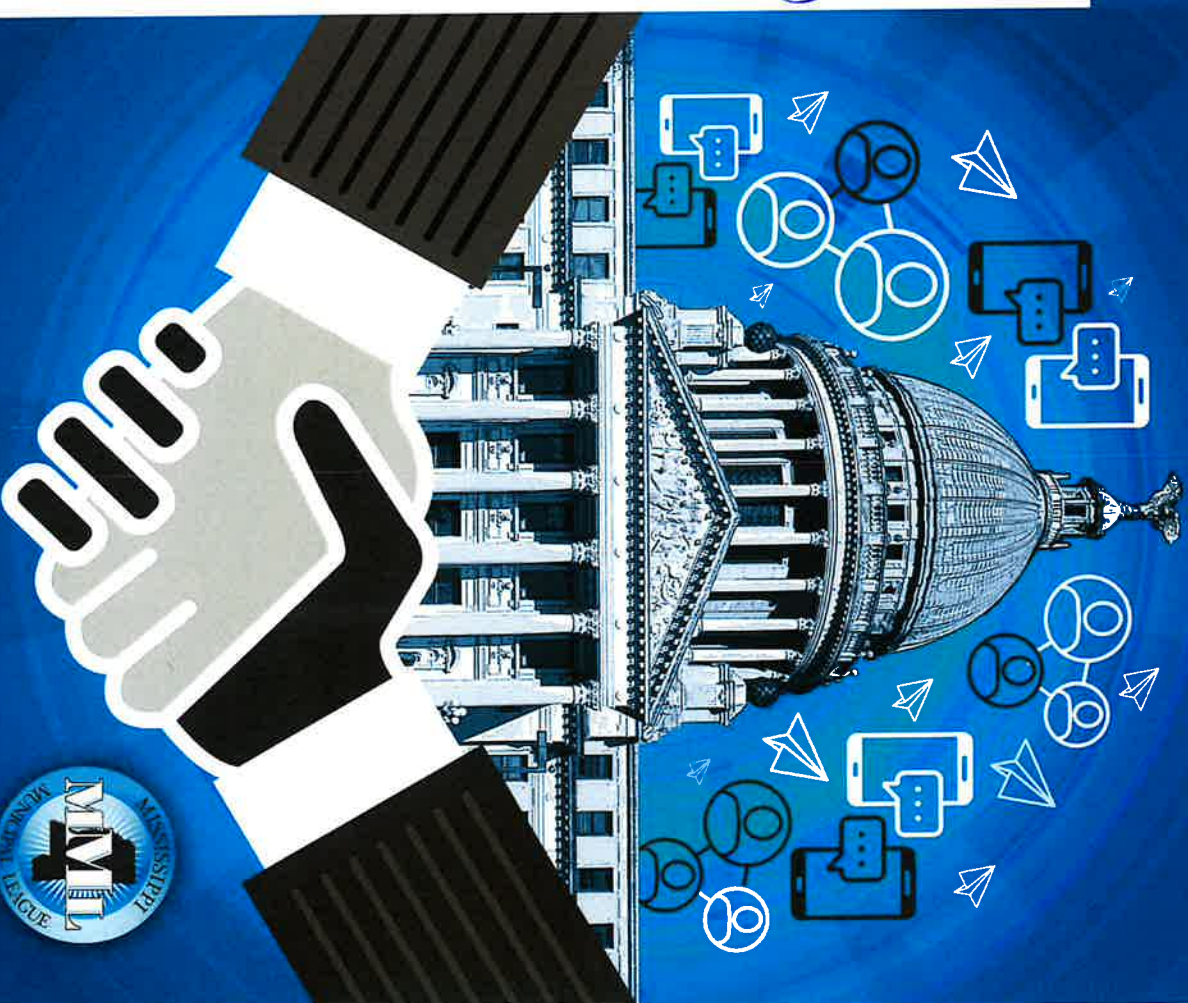
Jackson, MS 39201 • 601.353.5854

www.MMLonline.com

**f** MS Municipal League

**X** @MMLonline

**ig** cMMLonline



## MAKING A CAPITOL CONNECTION

Mid-Winter Legislative Conference / January 9-11, 2024 / Hilton Jackson / Jackson, MS





# CITY OF COLUMBUS POLICE DEPARTMENT

## PERMIT

City Ordinance 28 – Streets and Sidewalks, Article V. Assemblies, Parades and Processions; Sec. 28-72. Permit Required: It shall be unlawful for any person to organize or hold or participate in any parade, meeting, assembly or procession of persons and/or vehicles on the streets or sidewalks within the city unless such activity shall have first been authorized by a written permit.

Please type or print information and return permit to CPD as soon as possible to allow ample time for review & approval. All permits must be approved at City Council Meetings which are the 1st and 3rd Tuesdays in each month. Thank you.

TODAY'S DATE: 3-18-2024

### APPLICANT:

NAME/ORGANIZATION: Golden Triangle Elite Soccer Club / CRD  
LOCAL/PERMANENT ADDRESS: 629 Edinborough Dr  
Columbus, MS 39705

### REPRESENTATIVE:

NAME: Jason Spears TITLE: Director  
ADDRESS: 629 Edinborough Dr. PHONE: 662-816-0967  
Columbus, MS 39705 PHONE: \_\_\_\_\_

### ACTIVITY INFORMATION:

NAME OF ACTIVITY: Columbus Orthopaedic Riverwalk Spring Invitational  
DATE OF ACTIVITY: 4/13/24 - 4/14/24 ☐ PARADE ☐ MEETING ☐ ASSEMBLY  
EXACT TIME OF ACTIVITY: BEGINNING 6:00 ☒ AM ☐ PM ENDING: 3:00 ☐ AM ☒ PM  
PURPOSE: Local soccer tournament with Columbus Rec. Dept.  
on 4/13/24 - 4/14/24  
LOCATION OR ROUTE OF ACTIVITY: Will need to close section of Championship A  
Loop from 2nd Street N to Moores Creek Rd. for food truck  
setup and kids zone area. MAP ATTACHED: ☐ YES ☒ NO

PERSON, GROUP, ASSOCIATION OR BODY TO BE AUTHORIZED UNDER THE PERMIT TO DO SUCH ACTIVITY:

Jason Spears - Golden Triangle Elite SC - Columbus Recreation Dept.  
NUMBER OF PERSONS TO PARTICIPATE: 800 AGE OF ANY MINORS: 500  
NAME OF PERSON RESPONSIBLE FOR SUCH MINORS: Various Coaches / Parents

### APPROVAL

APPROVED BY: [Signature] DATE: 18 March 24  
NAME & TITLE

# CITY OF COLUMBUS POLICE DEPARTMENT

## PERMIT

City Ordinance 28 – Streets and Sidewalks, Article V. Assemblies, Parades and Processions; Sec. 28-72. Permit Required: *It shall be unlawful for any person to organize or hold or participate in any parade, meeting, assembly or procession of persons and/or vehicles on the streets or sidewalks within the city unless such activity shall have first been authorized by a written permit.*

**PLEASE PRINT OR TYPE ALL INFORMATION**

DATE OF PERMIT REQUEST: 3/20/2024

### APPLICANT:

NAME/ORGANIZATION: Main Street Columbus

LOCAL/PERMANENT ADDRESS: 107 5th Street North

Columbus, MS 39701

### REPRESENTATIVE:

NAME: Barbara Bigelow TITLE: Executive Director

ADDRESS: 107 5th Street North PHONE: 662.328.6305

Columbus, MS 39701 PHONE: 662.574.0916

### ACTIVITY INFORMATION:

NAME OF ACTIVITY: Market Street Festival

DATE OF ACTIVITY: May 3-4, 2024 ☐ PARADE ☐ MEETING ☐ ASSEMBLY

EXACT TIME OF ACTIVITY: BEGINNING 5:00 ☒ AM ☐ PM ENDING: May 5, 12 Noon ☐ AM ☐ PM

PURPOSE: Community Festival

LOCATION OR ROUTE OF ACTIVITY: Soccer Complex, Friday evening. Remainder of festival is in downtown Columbus.

MAP ATTACHED: ☒ YES ☐ NO

PERSON, GROUP, ASSOCIATION OR BODY TO BE AUTHORIZED UNDER THE PERMIT TO DO SUCH ACTIVITY:

Main Street staff, attendees, musicians, vendors, volunteers

NUMBER OF PERSONS TO PARTICIPATE: 30,000 + AGE OF ANY MINORS: N/A

NAME OF PERSON RESPONSIBLE FOR SUCH MINORS: Legal Guardians

### APPROVAL

APPROVED BY: [Signature] DATE: 3/20/24  
NAME & TITLE



# 2024 Market Street Festival



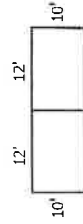
Not To Scale

Food Booths



28 Booths

Arts & Crafts Vendors



220 Booths



February 8, 2022

Mayor Keith Gaskin and City Council  
City of Columbus  
P.O. Box 1408  
Columbus, MS 39703

RE: City Council Meeting - Consent Agenda Item

Dear Mayor and City Council,

Market Street Festival will celebrate its 26th year in 2022 and we would like to thank you for your continued support. In order to be in compliance with the city code (Sec 4-31), we are requesting approval from the City Council to continue with plans for the festival.

The festival remains the largest festival in our community and, on a good day, boasts attendance of over 35,000 residents and visitors. According to an independent survey conducted in 2011, the economic impact provided by the festival at that time was \$7.32 million and this figure has surely increased. Your support has been an example in our state of successful partnerships between Main Street Associations and City Government.

I am asking for approval for three items (below) to be placed on the Consent Agenda of the next City Council meeting.

1. Approval of the use of city streets, with appropriate street closures, during dates listed below.
2. Beer sales during the Saturday festival in downtown Columbus, 9 am - 5 pm, during dates listed below.
3. Main Street Columbus is also requesting that you approve the following dates under the guidelines of City Code Section 4-31. This will cover the current Council's tenure:

- May 6 & 7, 2022
- May 5 & 6, 2023
- May 3 & 4, 2024
- May 2 & 3, 2025



If, in the future, the Friday evening concert is reverted to City property, we will, at that time, request approval of property and beer sales. Thank you for your support of both Main Street Columbus and the Market Street Festival. I will attend the City Council meeting by Zoom in case further information is needed to grant this request.

Sincerely,

A handwritten signature in blue ink, appearing to read "Barbara Bigelow", with a small blue mark above the end of the signature.

Barbara Bigelow  
Executive Director

/mc

**Attachments:**

City of Columbus Permit

5K Route (Saturday morning – Riverwalk)

Information Pertinent to Beer Sales at Market Street Festival

Festival Layout (Saturday) With Three (3) Beer Stations Designated with Orange Highlights



# CITY OF COLUMBUS POLICE DEPARTMENT

## PERMIT

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Please type or print information and return permit to CPD as soon as possible to allow ample time for review & approval. All permits must be approved at City Council Meetings which are the 1st and 3rd Tuesdays in each month. Thank you.

TODAY'S DATE: March 27, 2024

### APPLICANT:

NAME/ORGANIZATION: Tune Tenth - Columbus, INC.

LOCAL/PERMANENT ADDRESS: 214 12th Street North  
Columbus, MS 39703

### REPRESENTATIVE:

NAME: Leroy Brooks TITLE: Festival Coordinator

ADDRESS: 214 12th St. N. PHONE: 662 251-8125  
Columbus, MS 39701 PHONE: 662 329-5891

### ACTIVITY INFORMATION:

NAME OF ACTIVITY: Musical Festival

DATE OF ACTIVITY: June 14-15 ☐ PARADE ☐ MEETING ☒ ASSEMBLY

EXACT TIME OF ACTIVITY: BEGINNING ☐ AM ☐ PM ENDING: ☐ AM ☐ PM

Friday 6:00 P.M. - 10:00 P.M. Saturday 12:00 P.M. 11:00 P.M.

PURPOSE: Musical Festival in The Park (Sim Scott)

LOCATION OR ROUTE OF ACTIVITY: Sim Scott Park

MAP ATTACHED: ☐ YES ☒ NO

PERSON, GROUP, ASSOCIATION OR BODY TO BE AUTHORIZED UNDER THE PERMIT TO DO SUCH ACTIVITY:

Tune Tenth - Columbus, INC

NUMBER OF PERSONS TO PARTICIPATE: UNKNOWN AGE OF ANY MINORS: UNKNOWN

NAME OF PERSON RESPONSIBLE FOR SUCH MINORS: \_\_\_\_\_

### APPROVAL

APPROVED BY: Blaugh Daugh DATE: 28 March 24

NAME & TITLE



# CITY OF COLUMBUS POLICE DEPARTMENT

## PERMIT

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TODAY'S DATE: March 27, 2021

### APPLICANT:

NAME/ORGANIZATION: June Leath-Columbus, Inc

LOCAL/PERMANENT ADDRESS: 214 12th Street North  
COLUMBUS, MS 39701

### REPRESENTATIVE:

NAME: LEROY BROOKS TITLE: FESTIVAL COORDINATOR

ADDRESS: 214 12th ST. N. PHONE: 662 251-8125  
COLUMBUS, MS 39701 PHONE: 662 329-5871

### ACTIVITY INFORMATION:

NAME OF ACTIVITY: JUNE LEATH FESTIVAL

DATE OF ACTIVITY: JUNE 15 ☐ PARADE ☐ MEETING ☒ ASSEMBLY

EXACT TIME OF ACTIVITY: BEGINNING 3:00 ☐ AM ☒ PM ENDING: 10:00 ☐ AM ☒ PM

PURPOSE: request the intersection 20th ST N  
and 8th ave be blocked off and 20th ST. 10th  
ave north be blocked off

LOCATION OR ROUTE OF ACTIVITY: \_\_\_\_\_

MAP ATTACHED: ☐ YES ☒ NO

PERSON, GROUP, ASSOCIATION OR BODY TO BE AUTHORIZED UNDER THE PERMIT TO DO SUCH ACTIVITY:

June Leath-Columbus, Inc

NUMBER OF PERSONS TO PARTICIPATE: UNKNOWN AGE OF ANY MINORS: unknown

NAME OF PERSON RESPONSIBLE FOR SUCH MINORS: \_\_\_\_\_

### APPROVAL

APPROVED BY: [Signature] DATE: 28 March 24

NAME & TITLE

# CITY OF COLUMBUS POLICE DEPARTMENT

## PERMIT

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Please type or print information and return permit to CPD as soon as possible to allow ample time for review & approval. All permits must be approved at City Council Meetings which are the 1st and 3rd Tuesdays in each month. Thank you.

TODAY'S DATE: March 27, 2024

### APPLICANT:

NAME/ORGANIZATION: JUNE TENTH - Columbus, I NC.

LOCAL/PERMANENT ADDRESS: 214 12th Street North  
Columbus, MS 39701

### REPRESENTATIVE:

NAME: Heroy Brooks TITLE: Festival Coordinator

ADDRESS: 214 12th St. North PHONE: 662 251-8125  
COLUMBUS, MS 39701 PHONE: 662 329-5871

### ACTIVITY INFORMATION:

NAME OF ACTIVITY: JUNE TENTH Parade

DATE OF ACTIVITY: JUNE 15, 2024 ☒ PARADE ☐ MEETING ☐ ASSEMBLY

EXACT TIME OF ACTIVITY: BEGINNING 10:00 ☒ AM ☐ PM ENDING: 11:30 ☒ AM ☐ PM

PURPOSE: TO Commemorate The June Tenth  
Celebration

LOCATION OR ROUTE OF ACTIVITY: Assemble at Soccer Field

Proceed up 3rd Ave North onto Main Street

TURN LEFT and proceed on Main MAP ATTACHED: ☐ YES ☒ NO  
TO THE COLUMBUS MUNICIPAL COMPLEX

PERSON, GROUP, ASSOCIATION OR BODY TO BE AUTHORIZED UNDER THE PERMIT TO DO SUCH ACTIVITY:

JUNE TENTH - Columbus, I NC

NUMBER OF PERSONS TO PARTICIPATE: UNKNOWN AGE OF ANY MINORS: UNKNOWN

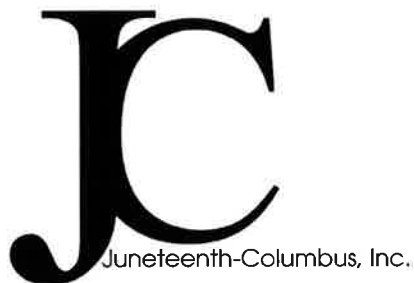
NAME OF PERSON RESPONSIBLE FOR SUCH MINORS: \_\_\_\_\_

### APPROVAL

APPROVED BY: \_\_\_\_\_

NAME & TITLE

DATE: 28 March 24



March 27, 2024

TO: Whom It May Concern  
Columbus Police Department

Attached, you will find three (3) permit applications associated with the 2024 Juneteenth Celebration for your consideration.

1. A request to assemble in Sim Scott Park for the musical festival on June 14-15, 2024
2. A request to provide an escort for the Annual Juneteenth Parade on June 15, 2024, at 10:00 a.m. All participants will assemble at the soccer field and travel up 3<sup>rd</sup> Street North onto Main Street toward the Columbus Municipal Complex, where the parade will end.
3. Request the intersection of 20<sup>th</sup> Street North and 8<sup>th</sup> Avenue North and 20<sup>th</sup> Street and 10<sup>th</sup> Avenue be blocked off on June 15, 2024 from 3:00 p.m.-10:00 p.m.

Sincerely,



Leroy Brooks

Festival Coordinator

# CITY OF COLUMBUS POLICE DEPARTMENT

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TODAY'S DATE: 3-28-24

### APPLICANT:

NAME/ORGANIZATION: Northside M.B. Church

LOCAL/PERMANENT ADDRESS: 1501 9th Avenue North 39701

### REPRESENTATIVE:

NAME: Freddie Porter

TITLE: Deacon

ADDRESS: 2309 38th Ave South

PHONE: 662-425-3594

PHONE: \_\_\_\_\_

### ACTIVITY INFORMATION:

NAME OF ACTIVITY: PRO BASTOR REBURRECTION DAY

DATE OF ACTIVITY: 3/30/24 ☐ PARADE ☐ MEETING ☐ ASSEMBLY

EXACT TIME OF ACTIVITY: BEGINNING 11:00 ☒ AM ☐ PM ENDING: 3:00 ☐ AM ☒ PM

PURPOSE: Fun Day, Family Day, Easter Egg Hunt  
Adults and any youth or anyone is welcome.

LOCATION OR ROUTE OF ACTIVITY: 15th Street North between 9th Av  
& 10th Avenue North 39701

MAP ATTACHED: ☐ YES ☒ NO

PERSON, GROUP, ASSOCIATION OR BODY TO BE AUTHORIZED UNDER THE PERMIT TO DO SUCH ACTIVITY:

Freddie Porter / Terrance Windham (Church Function)

NUMBER OF PERSONS TO PARTICIPATE: 100 OR MORE AGE OF ANY MINORS: 8-18

NAME OF PERSON RESPONSIBLE FOR SUCH MINORS: Terrance Windham

### APPROVAL

APPROVED BY: \_\_\_\_\_

NAME & TITLE

DATE: 28 Mar 24





**CTS**  
TRAINING  
INSTITUTE



## INSTRUCTOR CERTIFICATION

3 DAY INSTRUCTOR CERTIFICATION COURSE // \$895.00  
IMPACT, AEROSOL/CHEMICAL, FLASHBANG/STINGBALL

**CTS**  
TRAINING  
INSTITUTE

ALL COURSES ARE TAUGHT ON AN 8 HOUR PER DAY BASIS AND INCLUDE CLASSROOM AND RANGE EXERCISES. INFORMATION PROVIDED WILL INCLUDE HISTORY OF THE PRODUCT, NOMENCLATURE OF THE PRODUCT, USE OF FORCE CONSIDERATIONS, HANDS-ON APPLICATIONS FOR THE PRODUCT, TRAINING EXAMPLES, AND LEGAL IMPLICATIONS.

DATE: June 11-13, 2024

TIME: 0800-1700

LOCATION: MLEOTA 3791 MS-468 Pearl, MS 39208

Information: [combinedsystems.com/training/](http://combinedsystems.com/training/)

Registration: [combinedsystems.com/registration-form/](http://combinedsystems.com/registration-form/)

Contact: Lindsay Kimbell at [training@combinedsystems.com](mailto:training@combinedsystems.com)

## A FORCE FOR ORDER

THE CTS TRAINING INSTITUTE ADVOCATES PREPAREDNESS BEFORE THE WORST CASE SCENARIO UNFOLDS BY COMBINING PRODUCT TOOLS WITH KNOWLEDGE AND TECHNIQUES. OUR COURSES PREPARE THE INDIVIDUAL OFFICER FOR THE SITUATION WHILE ADDRESSING POLICIES AND PROCEDURE FOR THE AGENCY MANAGING THE RISKS. WE OFFER A VARIETY OF TRAINING PROGRAMS WHICH INCORPORATE CTS LESS-LETHAL PRODUCTS WITH CLASSROOM INSTRUCTION AND PRACTICAL APPLICATION.

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**CONTACT: 1-724-932-2177**  
[WWW.COMBINEDSYSTEMS.COM/TRAINING](http://WWW.COMBINEDSYSTEMS.COM/TRAINING)

# 3 Day LESS-LETHAL INSTRUCTOR COURSE



**Date:** June 11-13, 2024

**Hosted By:** MLEOTA (Mississippi Law Enforcement Officers Training Academy)

**Location:** 3791 MS-468  
Pearl, MS 39208

**Cost:** CTS Certification \$895 *cert is valid for 4 years*

388 Kinsman Road  
Jamestown, PA 16134

P 1-724-932-2177

**Host POC:**

Joseph Green (Lead Coordinator)

[joseph.green@dps.ms.gov](mailto:joseph.green@dps.ms.gov)

(601) 325-5610

Barbara Loyd

[bloyd@dps.ms.gov](mailto:bloyd@dps.ms.gov)

(601) 933-2101

**CSI POC:**

Lindsay Kimbell

[training@combinedsystems.com](mailto:training@combinedsystems.com)

(724) 932-2177 ext.110

**Class Schedule**

Day 1 – Begin @ 8:00am Impact Munitions

Day 2 – Begin @ 8:00am Chemical Munitions

Day 3 – Begin @ 8:00am Flash Bangs & Sting balls

AM portion will be a PowerPoint presentation in a classroom.

PM will be hands on & deploying munitions conducted at the range (or suitable area)

This instructor level course covers the entire line of munitions manufactured by Combined Tactical Systems. Upon graduation, students will be certified to train others within their department as end users in the deployment and use of Impact Munitions, Chemical Munitions & Flash Bang devices.

**Concepts & Skills**

History of Less-Lethal Munitions, Legal Issues, Chemical Agents, 12 Gauge, 37MM & 40MM Launchers, Diversionary Devices, Use of Force, Reporting Procedures, Range Safety, Research & Trauma, Direct & Indirect Munitions, Deploying Munitions, Instructional Techniques & Technological Advancements.

**Equipment Needed:**

- |                                                 |                                   |
|-------------------------------------------------|-----------------------------------|
| - Eye & Ear Protection                          | - Hydration Source                |
| - Pen & Paper                                   | - Sunscreen (suggested)           |
| - Foul Weather Gear                             | - State/Gov issued ID (suggested) |
| - Gloves (Leather, Nomex, Kevlar or combo)      |                                   |
| - Safety Glasses/Glasses (if you wear contacts) |                                   |
| - Towel and/or change of clothes                |                                   |
| (for OC contamination & CS Exposure drills)     |                                   |

**CTS will provide all weapons,  
munitions & training/instructor  
material to each student.**

**To Register: <http://combinedsystems.com/registration-form/>**

**Last Day to register: May 14, 2024** (call Lindsay if you miss the cutoff date)

Any cancellation must be received 30 calendar days prior to the start of class. Any cancellation after this period will incur the full cost of the registration, unless otherwise approved by CTS Training Institute

**Host Hotel Suggestions:**

MLEOTA 3791 MS-468 Pearl, MS 39208 | (601) 933-2101 (601) 933-2128

La Quinta Inn 501 South Pearson Road Pearl, MS 39208 | (888) 312-2399



**THE LESS LETHAL PRODUCT SOURCE**

[www.combinedsystems.com](http://www.combinedsystems.com)



**CITY OF COLUMBUS, MISSISSIPPI**  
**OFFICIAL TRAVEL REQUEST APPLICATION**

Officials, Officers and Employees of the City of Columbus seeking approval from the Mayor and City Council for permission to travel shall submit this application, fully completed and signed in **ADVANCE** of the requested travel. Except in urgent or necessitous cases, **Requests for Travel** must be submitted for approval well in advance of the Departure Date so that the Mayor and City Council can consider the request at a regular meeting of the Mayor and City Council before the travel. Travel and reimbursement for same is governed by Section 25-3-41 of the Mississippi Code of 1972 as may be amended from time to time.

**INFORMATION ABOUT THE TRAVEL SOUGHT**

- Typed or Printed Name of Official Applying for Travel: Darnell Madison, Christopher Smith, and Bryan Moore
  - Name of Event Official seeks to Attend: Less-Lethal Instructor Course
  - Benefit to City resulting from Attendance: Being a certified instructor to train other CPD Officers
- 
- Location (City & State) of the Event for which Travel is sought: Pearl, MS
  - Name of Hotel, Motel or place of Lodging if reimbursement is sought: MLEOTA
  - Proposed Date of Departure: 6/10/2024      • Proposed Date of Return: 6/13/2024
  - Mode of Transportation: City

**ITEMIZED ESTIMATE OF COSTS OF TRAVEL**

- Estimated Total Fees for Registration of all programs at Event, Conference, Seminar, Class or Program: \$ 2685.00
  - Cost per Night of Lodging: \$ 40.00
  - Total Estimated Lodging Costs for All Nights: \$ 360.00
  - Estimated Cost of Transportation (Gas, Airfare, Taxi or Mileage Reimbursement):
    - Gas (if using City Vehicle): \$ 100.00
    - Airfare (if flying): \$ 0.00
    - Taxi Service (if anticipated): \$ 0.00
    - Mileage Reimbursement (if driving Personal Vehicle): \$ 0.00
  - Estimated Cost of Meals: \$ 414.00
  - Any other Estimated Costs: \$ 0.00
- TOTAL ESTIMATED COSTS                      \$      3,559.00**

I certify that the estimates of the costs of travel as set forth on this form are my best estimates based upon information reasonably available. I also certify that I understand that in order to be reimbursed for the estimated costs above, I must produce upon return any and all registration forms, receipts for meals, and lodging, together with any other bona fide proof of payment for the estimated costs set forth above.

Signature: \_\_\_\_\_

Date: 3/28/2024

# ACCOUNTS PAYABLE DOCUMENTS

## DOCKET OF CLAIMS

April 2, 2024

A/P DOCUMENTS      \$ 533,079.21

|               |              |                              |
|---------------|--------------|------------------------------|
| CHECKWRITE #1 | \$ 19,922.86 | 3/21 Atmos, CL&W, Sparklight |
|---------------|--------------|------------------------------|

|               |             |                                  |
|---------------|-------------|----------------------------------|
| CHECKWRITE #2 | \$ 1,029.88 | 3/25 R. Lewis & SWANA Conference |
|---------------|-------------|----------------------------------|

|               |                    |                                         |
|---------------|--------------------|-----------------------------------------|
| CHECKWRITE #3 | <u>\$ 9,120.33</u> | 3/27 Bill Russell Ford & Chancery Clerk |
|---------------|--------------------|-----------------------------------------|

|  |              |                      |
|--|--------------|----------------------|
|  | \$ 30,073.07 | TOTAL OF CHECKWRITES |
|--|--------------|----------------------|

|             |                      |  |
|-------------|----------------------|--|
| GRAND TOTAL | <u>\$ 563,152.28</u> |  |
|-------------|----------------------|--|

# ACCOUNTS PAYABLE CHECK PROOF

Dates: 04/02/2024 to 04/02/2024

Pay Groups: All

Vouchers: All

City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number                                                                         | Pay Date | Invoice Number         | PO Number | Account Number  | Amount (\$)       | Use/1099 /Accrual |
|----------------------------------------------------------------------------------------|----------|------------------------|-----------|-----------------|-------------------|-------------------|
| <b>Checks</b>                                                                          |          |                        |           |                 |                   |                   |
| <b>2784 ADVANCED AIR SYSTEMS LLC</b>                                                   |          |                        |           |                 |                   |                   |
| 221060                                                                                 | 04/02/24 | 18526                  | 10022803  | 001-041-635-001 | 193.50            | N Y               |
| Repair An Hvac Issue, New Thermostat Chief Office Labor A Out Serv-R&M-Bldg&Structures |          |                        |           |                 |                   |                   |
| 221061                                                                                 | 04/02/24 | 18528                  | 10022831  | 001-037-635-001 | 984.23            | N Y               |
| Replaced Bearings In Tempstar Unit At Trotter Out Serv-R&M-Bldg&Structures             |          |                        |           |                 |                   |                   |
| <b>Total For 2784 ADVANCED AIR SYSTEMS LLC:</b>                                        |          |                        |           |                 | <b>\$1,177.73</b> |                   |
| <b>6687 CLAYTON ALDRIDGE</b>                                                           |          |                        |           |                 |                   |                   |
| 221062                                                                                 | 04/02/24 | 032024                 | 0         | 001-016-684-002 | 88.91             | N N               |
| Training In Darlington Sc Meals & Lodging                                              |          |                        |           |                 |                   |                   |
| <b>Total For 6687 CLAYTON ALDRIDGE:</b>                                                |          |                        |           |                 | <b>\$88.91</b>    |                   |
| <b>4447 AMAZON CAPITAL SERVICES</b>                                                    |          |                        |           |                 |                   |                   |
| 221063                                                                                 | 04/02/24 | 1Q1J-T1MW-XTN10022741  |           | 001-010-535-000 | 359.92            | N N               |
| Motorcycle Helmets Uniforms                                                            |          |                        |           |                 |                   |                   |
| 221064                                                                                 | 04/02/24 | 177F-9NCX-W1Q10022752  |           | 001-010-540-000 | 87.99             | N N               |
| Speaker For Chief Supplies-Os-Equip Not Capitalized                                    |          |                        |           |                 |                   |                   |
| 221213                                                                                 | 04/02/24 | 11P1-GKRV-QXP10022744  |           | 107-350-581-000 | 50.45             | N N               |
| Spring Break Supplies Ans Seniors Recreation Programs                                  |          |                        |           |                 |                   |                   |
| 221214                                                                                 | 04/02/24 | 1XHW-6CFL-XPY10022744  |           | 107-350-581-000 | 404.52            | N N               |
| Recreation Programs                                                                    |          |                        |           |                 |                   |                   |
| 221215                                                                                 | 04/02/24 | 11MT-9L6T-DNG310022766 |           | 107-350-581-000 | 431.87            | N N               |
| Supplies For Afterschool Recreation Programs                                           |          |                        |           |                 |                   |                   |
| 221286                                                                                 | 04/02/24 | 1R3C-GY17-QQF10022741  |           | 001-010-535-000 | 179.96            | N N               |
| Motorcycle Helmets Uniforms                                                            |          |                        |           |                 |                   |                   |
| <b>Total For 4447 AMAZON CAPITAL SERVICES:</b>                                         |          |                        |           |                 | <b>\$1,514.71</b> |                   |
| <b>3442 ATMOS ENERGY **</b>                                                            |          |                        |           |                 |                   |                   |
| 221065                                                                                 | 04/02/24 | 3020276585 FS5 0       |           | 001-016-630-000 | 135.82            | N N               |
| 3020276585 Fire Sta 5 Utilities                                                        |          |                        |           |                 |                   |                   |
| 221066                                                                                 | 04/02/24 | 3020276307 0           |           | 001-041-630-000 | 55.25             | N N               |
| 3020276307 Maple Utilities - Electric                                                  |          |                        |           |                 |                   |                   |
| 221067                                                                                 | 04/02/24 | 3057816397 P/R 0       |           | 107-350-626-000 | 151.85            | N N               |
| 3057816397 P/R Natural Gas                                                             |          |                        |           |                 |                   |                   |

**ACCOUNTS PAYABLE CHECK PROOF**

Dates: 04/02/2024 to 04/02/2024

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City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number                   | Pay Date | Invoice Number                                   | PO Number | Account Number                      | Amount (\$) | Use/1099 /Accrual |
|----------------------------------|----------|--------------------------------------------------|-----------|-------------------------------------|-------------|-------------------|
| 221068                           | 04/02/24 | 3057816351                                       | GYM0      | 107-350-626-000                     | 288.83      | N N               |
|                                  |          | 3057816351 Gym                                   |           | Natural Gas                         |             |                   |
| 221069                           | 04/02/24 | 3020276094                                       | PW 0      | 001-021-630-000                     | 1,260.63    | N N               |
|                                  |          | 3020276094 Pw                                    |           | Utilities                           |             |                   |
| 221070                           | 04/02/24 | 3020276825                                       | OLD0      | 001-016-630-000                     | 55.08       | N N               |
|                                  |          | 3020276825 Old Fs#4                              |           | Utilities                           |             |                   |
| 221071                           | 04/02/24 | 4040673956                                       | FS4 0     | 001-016-630-000                     | 151.47      | N N               |
|                                  |          | 4040673956 Fire Sta 4                            |           | Utilities                           |             |                   |
| Total For 3442 ATMOS ENERGY **:  |          |                                                  |           |                                     | \$2,098.93  |                   |
| 4488 AT&T MOBILITY **            |          |                                                  |           |                                     |             |                   |
| 221240                           | 04/02/24 | 03192024                                         | CPD 0     | 001-005-605-000                     | 5,070.70    | N N               |
|                                  |          | Monthly Billing It                               |           | Communication (Postage,Wireless,Etc |             |                   |
| 221276                           | 04/02/24 | 03192024                                         | PW 0      | 001-005-605-000                     | 1,453.71    | N N               |
|                                  |          | Monthly Billing Pw                               |           | Communication (Postage,Wireless,Etc |             |                   |
| 221277                           | 04/02/24 | 03192024                                         | FD 0      | 001-005-605-000                     | 743.86      | N N               |
|                                  |          | Monthly Billing Fd                               |           | Communication (Postage,Wireless,Etc |             |                   |
| Total For 4488 AT&T MOBILITY **: |          |                                                  |           |                                     | \$7,268.27  |                   |
| 1023 AUTOZONE, INC               |          |                                                  |           |                                     |             |                   |
| 221072                           | 04/02/24 | 0327893055                                       | 10022806  | 001-050-573-001                     | 240.23      | N N               |
|                                  |          | Community Outreach-Ignition Coil, Mortocraft Fin |           | Supp-R&M-Veh/Eqp-Oth Depts-Non Acc  |             |                   |
| 221073                           | 04/02/24 | 0327893685                                       | 10022825  | 001-050-559-000                     | 180.00      | N N               |
|                                  |          | Wiper Blades/Stock                               |           | Operating Supplies-Other            |             |                   |
| 221074                           | 04/02/24 | 0327889911                                       | 10022773  | 001-050-572-001                     | 12.47       | N N               |
|                                  |          | St Dept 9 Brake Pads                             |           | Supp-R&M-Veh/Eqp-Street-Non-Acc     |             |                   |
| 221075                           | 04/02/24 | 0327888893                                       | 10022773  | 001-050-572-001                     | 75.98       | N N               |
|                                  |          |                                                  |           | Supp-R&M-Veh/Eqp-Street-Non-Acc     |             |                   |
| 221076                           | 04/02/24 | 0327892848                                       | 10022802  | 001-050-572-001                     | 62.99       | N N               |
|                                  |          | St Dept Lawnmower Battery                        |           | Supp-R&M-Veh/Eqp-Street-Non-Acc     |             |                   |
| 221077                           | 04/02/24 | 0327889305                                       | 10022753  | 001-050-525-000                     | 229.92      | N N               |
|                                  |          | 48- Oil Shop Stock                               |           | Os-Fuel, Oil, Grease                |             |                   |
| 221082                           | 04/02/24 | 0327894207                                       | 10022829  | 001-050-572-001                     | 749.46      | N N               |

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|-----------------------------------------------------------------------------------------------|----------|----------------|-----------|-------------------------------------|-------------|-------------------|
| (24) Axa0B3, 8- Icon Wiper 260E, 8 Bosch Wiper 240E, 6 220E Supp-R&M-Veh/Equip-Street-Non-Acc |          |                |           |                                     |             |                   |
| 221195                                                                                        | 04/02/24 | 0327893695     | 10022839  | 001-050-559-000                     | 73.06       | N N               |
| Ultra Black Gas, Untra Gray Hi-T Stock For Shop                                               |          |                |           | Operating Supplies-Other            |             |                   |
| 221196                                                                                        | 04/02/24 | 0327896955     | 10022858  | 001-050-570-000                     | 133.99      | N N               |
| Condenser Pd                                                                                  |          |                |           | Supp-R&M-Veh/Equip/Prts-Police      |             |                   |
| 221253                                                                                        | 04/02/24 | 0327897409     | 10022850  | 001-050-570-000                     | 538.94      | N N               |
| Pd 18-04 Brakes, Rotors, Axles                                                                |          |                |           | Supp-R&M-Veh/Equip/Prts-Police      |             |                   |
| Total For 1023 AUTOZONE, INC:                                                                 |          |                |           |                                     | \$2,297.04  |                   |
| 6482 BAM                                                                                      |          |                |           |                                     |             |                   |
| 221296                                                                                        | 04/02/24 | 3YR24-FC-2     | 0         | 001-080-680-000                     | 3,827.00    | N Y               |
| Mow Trim Blow Friendship Cemetery                                                             |          |                |           | Grass Cutting Contract              |             |                   |
| Total For 6482 BAM:                                                                           |          |                |           |                                     | \$3,827.00  |                   |
| 1026 BATES TIRE CENTER                                                                        |          |                |           |                                     |             |                   |
| 221078                                                                                        | 04/02/24 | 376181         | 10022821  | 001-050-572-001                     | 571.96      | N N               |
| Summit Trail Climber Ht Pd                                                                    |          |                |           | Supp-R&M-Veh/Equip-Street-Non-Acc   |             |                   |
| 221079                                                                                        | 04/02/24 | 376182         | 10022822  | 001-050-570-000                     | 1,048.00    | N N               |
| P225-60R18 Pd                                                                                 |          |                |           | Supp-R&M-Veh/Equip/Prts-Police      |             |                   |
| Total For 1026 BATES TIRE CENTER:                                                             |          |                |           |                                     | \$1,619.96  |                   |
| 3810 BRIDGE & WATSON INC                                                                      |          |                |           |                                     |             |                   |
| 221302                                                                                        | 04/02/24 | 32024          | 0         | 001-004-600-000                     | 2,759.25    | N N               |
| Annexation Project                                                                            |          |                |           | Professional Services               |             |                   |
| Total For 3810 BRIDGE & WATSON INC:                                                           |          |                |           |                                     | \$2,759.25  |                   |
| 7204 BURKE HANDLING SYSTEMS INC                                                               |          |                |           |                                     |             |                   |
| 221081                                                                                        | 04/02/24 | 30036379       | 10022769  | 001-050-572-001                     | 1,532.79    | N Y               |
| Steer Cylinder Seal, Lift Cleaner, Hyd Oil, Forklift For St Dept                              |          |                |           | Supp-R&M-Veh/Equip-Street-Non-Acc   |             |                   |
| Total For 7204 BURKE HANDLING SYSTEMS INC:                                                    |          |                |           |                                     | \$1,532.79  |                   |
| 5288 CANON FINANCIAL SERVICES, INC                                                            |          |                |           |                                     |             |                   |
| 221225                                                                                        | 04/02/24 | 32258317       | 0         | 001-005-640-000                     | 112.07      | N N               |
| 2Gh11229                                                                                      |          |                |           | Rental (Was Freight Before 10/1/12) |             |                   |
| 221226                                                                                        | 04/02/24 | 32257563       | 0         | 001-005-640-000                     | 60.78       | N N               |
| Qnr05736                                                                                      |          |                |           | Rental (Was Freight Before 10/1/12) |             |                   |
| 221227                                                                                        | 04/02/24 | 32258316       | 0         | 001-005-640-000                     | 57.66       | N N               |
| 2Ad06147                                                                                      |          |                |           | Rental (Was Freight Before 10/1/12) |             |                   |

**ACCOUNTS PAYABLE CHECK PROOF**

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Cash Account: 001-000-002-000

| Voucher Number                                       | Pay Date | Invoice Number | PO Number | Account Number                      | Amount (\$)       | Use/1099 /Accrual |
|------------------------------------------------------|----------|----------------|-----------|-------------------------------------|-------------------|-------------------|
| 221228                                               | 04/02/24 | 32258319       | 0         | 001-005-640-000                     | 65.44             | N N               |
| 2Mv03827                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221229                                               | 04/02/24 | 32253949       | 0         | 001-005-640-000                     | 53.00             | N N               |
| Qnr01747                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221230                                               | 04/02/24 | 32258321       | 0         | 001-005-640-000                     | 65.12             | N N               |
| 2Nh02214                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221231                                               | 04/02/24 | 32253950       | 0         | 001-005-640-000                     | 53.00             | N N               |
| Qnr02782                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221232                                               | 04/02/24 | 32258315       | 0         | 001-005-640-000                     | 1,110.68          | N N               |
| 25J04475                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221233                                               | 04/02/24 | 32257562       | 0         | 001-005-640-000                     | 60.78             | N N               |
| Qnr05741                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221234                                               | 04/02/24 | 32258318       | 0         | 001-005-640-000                     | 65.44             | N N               |
| 2Mv03830                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221235                                               | 04/02/24 | 32258322       | 0         | 001-005-640-000                     | 61.06             | N N               |
| 28X02562                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221236                                               | 04/02/24 | 32258320       | 0         | 001-005-640-000                     | 65.44             | N N               |
| 2Mv03833                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| 221237                                               | 04/02/24 | 32258323       | 0         | 001-005-640-000                     | 2,424.69          | N N               |
| 32T01226                                             |          |                |           | Rental (Was Freight Before 10/1/12) |                   |                   |
| <b>Total For 5288 CANON FINANCIAL SERVICES, INC:</b> |          |                |           |                                     | <b>\$4,255.16</b> |                   |
| <b>1801 CDW GOVERNMENT INC.</b>                      |          |                |           |                                     |                   |                   |
| 221242                                               | 04/02/24 | QD52079        | 0         | 001-005-603-000                     | 1,375.92          | N N               |
| Sup Essential Edition 3Yr                            |          |                |           | Computer Expense                    |                   |                   |
| <b>Total For 1801 CDW GOVERNMENT INC.:</b>           |          |                |           |                                     | <b>\$1,375.92</b> |                   |
| <b>1793 CINTAS CORP #0215</b>                        |          |                |           |                                     |                   |                   |
| 221083                                               | 04/02/24 | 4186361392     | 0         | 001-010-551-000                     | 180.28            | N N               |
| Mats - Police                                        |          |                |           | Supplies - K9                       |                   |                   |
| 221084                                               | 04/02/24 | 4186361712     | 0         | 001-082-560-000                     | 71.63             | N N               |
| 4186361712 Airport                                   |          |                |           | Supplies-R&M-Bldg Matts & Related   |                   |                   |
| 221085                                               | 04/02/24 | 4186052355     | 0         | 001-009-560-000                     | 60.02             | N N               |



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|-----------------------|----------|-----------------------------------|-----------|-----------------|-------------|-------------------|
| Mats - Crime Lab      |          | Supplies-R&M-Bldg Matls & Related |           |                 |             |                   |
| 221170                | 04/02/24 | 4178004456                        | 0         | 107-350-559-000 | 43.48       | N N               |
| Mats - Gym            |          | Operating Supplies-Other          |           |                 |             |                   |
| 221171                | 04/02/24 | 4178004289                        | 0         | 107-350-559-000 | 140.17      | N N               |
| Mats - Sandfield      |          | Operating Supplies-Other          |           |                 |             |                   |
| 221172                | 04/02/24 | 4178004330                        | 0         | 107-350-559-000 | 102.06      | N N               |
| Mats - Sim Scott      |          | Operating Supplies-Other          |           |                 |             |                   |
| 221173                | 04/02/24 | 4178004216                        | 0         | 107-350-559-000 | 81.57       | N N               |
| Mats - Townsend Park  |          | Operating Supplies-Other          |           |                 |             |                   |
| 221174                | 04/02/24 | 4179095290                        | 0         | 107-350-559-000 | 138.14      | N N               |
| Mats - Park&Rec       |          | Operating Supplies-Other          |           |                 |             |                   |
| 221175                | 04/02/24 | 4179544509                        | 0         | 107-350-559-000 | 72.13       | N N               |
| Mats - Sandfield      |          | Operating Supplies-Other          |           |                 |             |                   |
| 221176                | 04/02/24 | 4179544494                        | 0         | 107-350-559-000 | 173.93      | N N               |
| Mats - Townsend       |          | Operating Supplies-Other          |           |                 |             |                   |
| 221177                | 04/02/24 | 4181062289                        | 0         | 107-350-559-000 | 53.99       | N N               |
| Mats - Sandfield      |          | Operating Supplies-Other          |           |                 |             |                   |
| 221178                | 04/02/24 | 4181062265                        | 0         | 107-350-559-000 | 36.07       | N N               |
| Mats - Townsend       |          | Operating Supplies-Other          |           |                 |             |                   |
| 221179                | 04/02/24 | 4186755477                        | 0         | 107-350-559-000 | 65.29       | N N               |
| Mats - Sim Scott      |          | Operating Supplies-Other          |           |                 |             |                   |
| 221180                | 04/02/24 | 4186755360                        | 0         | 107-350-559-000 | 38.32       | N N               |
| Mats - Townsend       |          | Operating Supplies-Other          |           |                 |             |                   |
| 221181                | 04/02/24 | 4186755486                        | 0         | 107-350-559-000 | 46.06       | N N               |
| Mats - Sandfield      |          | Operating Supplies-Other          |           |                 |             |                   |
| 221182                | 04/02/24 | 4177730242                        | 0         | 107-350-535-000 | 59.98       | N N               |
| Uniforms - Park&Rec   |          | Uniforms                          |           |                 |             |                   |
| 221183                | 04/02/24 | 4178364773                        | 0         | 107-350-535-000 | 59.98       | N N               |
| Uniforms - Park & Rec |          | Uniforms                          |           |                 |             |                   |
| 221184                | 04/02/24 | 4179095280                        | 0         | 107-350-535-000 | 59.98       | N N               |

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|-----------------------------------------------|----------|--------------------------|-----------|-----------------|-------------|-------------------|
| Uniforms - Park & Rec                         |          | Uniforms                 |           |                 |             |                   |
| 221185                                        | 04/02/24 | 4187049250               | 0         | 107-350-535-000 | 60.84       | N N               |
|                                               |          | Uniforms                 |           |                 |             |                   |
| 221187                                        | 04/02/24 | 4187049243               | 0         | 001-010-551-000 | 180.28      | N N               |
| Mats - Police Dept                            |          | Supplies - K9            |           |                 |             |                   |
| 221216                                        | 04/02/24 | 4186361371               | 0         | 107-350-535-000 | 60.84       | N N               |
| Uniforms - Park/Rec                           |          | Uniforms                 |           |                 |             |                   |
| Total For 1793 CINTAS CORP #0215:             |          |                          |           |                 | \$1,785.04  |                   |
| 4387 CINTAS FIRST AID & SAFETY **             |          |                          |           |                 |             |                   |
| 221256                                        | 04/02/24 | 5202171725               | 10022790  | 106-323-559-000 | 102.76      | N N               |
| First Aid Supplies                            |          | Operating Supplies-Other |           |                 |             |                   |
| 221257                                        | 04/02/24 | 5202171704               | 10022790  | 001-021-559-000 | 63.32       | N N               |
|                                               |          | Operating Supplies-Other |           |                 |             |                   |
| Total For 4387 CINTAS FIRST AID & SAFETY **:: |          |                          |           |                 | \$166.08    |                   |
| 2801 COLD MIX, INC.                           |          |                          |           |                 |             |                   |
| 221267                                        | 04/02/24 | 19356                    | 10022307  | 001-021-580-000 | 744.58      | N N               |
| Stockpile                                     |          | Supplies-R&M-Streets     |           |                 |             |                   |
| Total For 2801 COLD MIX, INC.::               |          |                          |           |                 | \$744.58    |                   |
| 1060 COLUMBUS LIGHT & WATER DEPT              |          |                          |           |                 |             |                   |
| 221090                                        | 04/02/24 | 1833747                  | 0         | 001-021-630-000 | 39.75       | N N               |
| 210223 103033                                 |          | Utilities                |           |                 |             |                   |
| 221091                                        | 04/02/24 | 1833749                  | 0         | 107-350-630-000 | 82.75       | N N               |
| 210228 109851 Oak                             |          | Utilities - Electric     |           |                 |             |                   |
| 221091                                        | 04/02/24 |                          | 0         | 107-350-632-000 | 16.00       | N N               |
|                                               |          | Utilities - Water        |           |                 |             |                   |
| 221091                                        | 04/02/24 |                          | 0         | 107-350-633-000 | 16.00       | N N               |
|                                               |          | Utilities - Sewer        |           |                 |             |                   |
| 221092                                        | 04/02/24 | 1833778                  | 0         | 001-021-630-000 | 233.00      | N N               |
| 210279 127951                                 |          | Utilities                |           |                 |             |                   |
| 221093                                        | 04/02/24 | 1833779                  | 0         | 001-021-630-000 | 390.03      | N N               |
| 210280 109893 Barn                            |          | Utilities                |           |                 |             |                   |

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|------------------------------|----------|----------------|-----------|---------------------------|-------------|-------------------|
| 221094                       | 04/02/24 | 1833780        | 0         | 001-021-630-000           | 360.00      | N N               |
| 210281 109894 Barn           |          |                |           | Utilities                 |             |                   |
| 221095                       | 04/02/24 | 1833781        | 0         | 001-021-630-000           | 48.00       | N N               |
| 210282 109895 Barn           |          |                |           | Utilities                 |             |                   |
| 221096                       | 04/02/24 | 1833782        | 0         | 001-021-630-000           | 86.20       | N N               |
| 210283 109896 Pw             |          |                |           | Utilities                 |             |                   |
| 221097                       | 04/02/24 | 1833783        | 0         | 001-021-630-000           | 565.57      | N N               |
| 210284 109897 Beautification |          |                |           | Utilities                 |             |                   |
| 221098                       | 04/02/24 | 1833784        | 0         | 001-021-630-000           | 450.24      | N N               |
| 210285 109898 Pw             |          |                |           | Utilities                 |             |                   |
| 221099                       | 04/02/24 | 1833905        | 0         | 001-010-630-000           | 34.70       | N N               |
| 210462 110050 Police         |          |                |           | Utilities - Electric      |             |                   |
| 221100                       | 04/02/24 | 1834027        | 0         | 107-350-631-000           | 48.59       | N N               |
| 210684 110261 P/R            |          |                |           | Utilities - Outdoor Light |             |                   |
| 221100                       | 04/02/24 |                | 0         | 107-350-632-000           | 204.00      | N N               |
|                              |          |                |           | Utilities - Water         |             |                   |
| 221100                       | 04/02/24 |                | 0         | 107-350-633-000           | 204.00      | N N               |
|                              |          |                |           | Utilities - Sewer         |             |                   |
| 221101                       | 04/02/24 | 1834028        | 0         | 107-350-630-000           | 29.81       | N N               |
| 210685 110262 P/R            |          |                |           | Utilities - Electric      |             |                   |
| 221102                       | 04/02/24 | 1834029        | 0         | 107-350-632-000           | 56.00       | N N               |
| 210686 110263                |          |                |           | Utilities - Water         |             |                   |
| 221103                       | 04/02/24 | 1834031        | 0         | 001-041-627-000           | 13,927.83   | N N               |
| 210691 110267 St Lights      |          |                |           | Utilities - Street Lights |             |                   |
| 221104                       | 04/02/24 | 1834053        | 0         | 001-041-627-000           | 136.52      | N N               |
| 210713 110289 St Lights      |          |                |           | Utilities - Street Lights |             |                   |
| 221105                       | 04/02/24 | 1834161        | 0         | 107-350-630-000           | 23.75       | N N               |
| 210721 110296 P/R            |          |                |           | Utilities - Electric      |             |                   |
| 221105                       | 04/02/24 |                | 0         | 107-350-631-000           | 114.76      | N N               |
|                              |          |                |           | Utilities - Outdoor Light |             |                   |

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| Voucher Number           | Pay Date | Invoice Number | PO Number | Account Number            | Amount (\$) | Use/1099 /Accrual |
|--------------------------|----------|----------------|-----------|---------------------------|-------------|-------------------|
| 221106                   | 04/02/24 | 1834162        | 0         | 107-350-630-000           | 23.75       | N N               |
| 210722 110297 P/R        |          |                |           | Utilities - Electric      |             |                   |
| 221106                   | 04/02/24 |                | 0         | 107-350-632-000           | 16.00       | N N               |
|                          |          |                |           | Utilities - Water         |             |                   |
| 221106                   | 04/02/24 |                | 0         | 107-350-633-000           | 16.00       | N N               |
|                          |          |                |           | Utilities - Sewer         |             |                   |
| 221107                   | 04/02/24 | 1834254        | 0         | 107-350-631-000           | 91.85       | N N               |
| 210851 110409 P/R        |          |                |           | Utilities - Outdoor Light |             |                   |
| 221108                   | 04/02/24 | 1834255        | 0         | 107-350-630-000           | 23.75       | N N               |
| 210853 110410 P/R        |          |                |           | Utilities - Electric      |             |                   |
| 221109                   | 04/02/24 | 1834379        | 0         | 107-350-630-000           | 282.49      | N N               |
| 211082 110584 P/R        |          |                |           | Utilities - Electric      |             |                   |
| 221109                   | 04/02/24 |                | 0         | 107-350-631-000           | 129.25      | N N               |
|                          |          |                |           | Utilities - Outdoor Light |             |                   |
| 221109                   | 04/02/24 |                | 0         | 107-350-632-000           | 24.00       | N N               |
|                          |          |                |           | Utilities - Water         |             |                   |
| 221109                   | 04/02/24 |                | 0         | 107-350-633-000           | 24.00       | N N               |
|                          |          |                |           | Utilities - Sewer         |             |                   |
| 221110                   | 04/02/24 | 1834523        | 0         | 001-080-630-000           | 16.00       | N N               |
| 211287 110765 Friendship |          |                |           | Utilities - Electric      |             |                   |
| 221111                   | 04/02/24 | 1834650        | 0         | 001-010-630-000           | 37.07       | N N               |
| 211447 110909 Police     |          |                |           | Utilities - Electric      |             |                   |
| 221112                   | 04/02/24 | 1834780        | 0         | 001-080-630-000           | 13.31       | N N               |
| 211602 111055 Friendship |          |                |           | Utilities - Electric      |             |                   |
| 221113                   | 04/02/24 | 1835215        | 0         | 001-016-630-000           | 92.45       | N N               |
| 212043 111475 Old Fs 4   |          |                |           | Utilities                 |             |                   |
| 221114                   | 04/02/24 | 1834339        | 0         | 107-350-630-000           | 23.75       | N N               |
| 216168 100410 P/R        |          |                |           | Utilities - Electric      |             |                   |
| 221115                   | 04/02/24 | 1834420        | 0         | 107-350-630-000           | 23.75       | N N               |
| 216841 129438 P/R        |          |                |           | Utilities - Electric      |             |                   |

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|-------------------------------------------------|----------|----------------|-----------|-------------------------------------|-------------|-------------------|
| 221197                                          | 04/02/24 | 1835473        | 0         | 001-082-630-000                     | 54.43       | N N               |
| 212324 111738 Airport                           |          |                |           | Utilities - Electric                |             |                   |
| 221198                                          | 04/02/24 | 1835474        | 0         | 001-082-630-000                     | 429.68      | N N               |
| 212325 111739 Airport                           |          |                |           | Utilities - Electric                |             |                   |
| 221199                                          | 04/02/24 | 1835476        | 0         | 001-082-630-000                     | 46.59       | N N               |
| 212327 111741 Airport                           |          |                |           | Utilities - Electric                |             |                   |
| 221200                                          | 04/02/24 | 1835905        | 0         | 001-016-630-000                     | 275.41      | N N               |
| 212755 112158 Fs5                               |          |                |           | Utilities                           |             |                   |
| 221201                                          | 04/02/24 | 1835643        | 0         | 001-016-630-000                     | 611.33      | N N               |
| 216271 111472 Fs4                               |          |                |           | Utilities                           |             |                   |
| 221202                                          | 04/02/24 | 1835646        | 0         | 001-082-630-000                     | 23.75       | N N               |
| 216869 111741 Airport                           |          |                |           | Utilities - Electric                |             |                   |
| 221203                                          | 04/02/24 | 1835647        | 0         | 001-082-630-000                     | 23.75       | N N               |
| 216870 111741 Airport                           |          |                |           | Utilities - Electric                |             |                   |
| 221245                                          | 04/02/24 | 1836725        | 0         | 001-041-630-000                     | 374.28      | N N               |
| 213480 112878 Maple                             |          |                |           | Utilities - Electric                |             |                   |
| Total For 1060 COLUMBUS LIGHT & WATER DEPT:     |          |                |           |                                     | \$19,744.14 |                   |
| 1170 COLUMBUS/LOWNDES LIBRARY                   |          |                |           |                                     |             |                   |
| 221086                                          | 04/02/24 | 32824          | 0         | 001-060-916-000                     | 25,235.41   | N N               |
| Monthly Appropriation                           |          |                |           | Columbus/Lowndes Library            |             |                   |
| Total For 1170 COLUMBUS/LOWNDES LIBRARY:        |          |                |           |                                     | \$25,235.41 |                   |
| 1437 COLUMBUS/LOWNDES HUMANE SOCIETY            |          |                |           |                                     |             |                   |
| 221087                                          | 04/02/24 | 32824          | 0         | 001-060-925-000                     | 5,353.14    | N N               |
| Monthly Appropriation                           |          |                |           | Col/Lowndes Humane Soc              |             |                   |
| Total For 1437 COLUMBUS/LOWNDES HUMANE SOCIETY: |          |                |           |                                     | \$5,353.14  |                   |
| 5204 COREY HERRING AUTOMOTIVE                   |          |                |           |                                     |             |                   |
| 221088                                          | 04/02/24 | 1006304        | 10022838  | 001-016-681-000                     | 105.00      | N Y               |
| Diagnostic Trouble Code For Ford F-350 Truck    |          |                |           | Maintenance & Support Contacts      |             |                   |
| Total For 5204 COREY HERRING AUTOMOTIVE:        |          |                |           |                                     | \$105.00    |                   |
| 4623 C SPIRE WIRELESS                           |          |                |           |                                     |             |                   |
| 221297                                          | 04/02/24 | 31824          | 0         | 001-005-605-000                     | 1,217.86    | N N               |
| Monthly Billing It                              |          |                |           | Communication (Postage,Wireless,Etc |             |                   |

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|---------------------------------------------|----------|----------------|-----------|-------------------------------------|-------------|-------------------|
| Total For 4623 C SPIRE WIRELESS:            |          |                |           |                                     | \$1,217.86  |                   |
| 1076 CUSTOM PRODUCTS CORP                   |          |                |           |                                     |             |                   |
| 221089                                      | 04/02/24 | 2395           | 10022578  | 001-019-540-000                     | 2,160.18    | N N               |
| Signs For Yards                             |          |                |           | Supplies-Os-Equip Not Capitalized   |             |                   |
| Total For 1076 CUSTOM PRODUCTS CORP:        |          |                |           |                                     | \$2,160.18  |                   |
| 5300 DEX IMAGING                            |          |                |           |                                     |             |                   |
| 221241                                      | 04/02/24 | AR10998963     | 0         | 001-005-640-000                     | 170.00      | N N               |
| 24X02395                                    |          |                |           | Rental (Was Freight Before 10/1/12) |             |                   |
| Total For 5300 DEX IMAGING:                 |          |                |           |                                     | \$170.00    |                   |
| 7234 DEMARCO EASTERWOOD                     |          |                |           |                                     |             |                   |
| 221287                                      | 04/02/24 | 31924          | 0         | 001-010-684-000                     | 46.14       | N N               |
| Reimburse Motorcycle Training Jackson Ms    |          |                |           | Travel & Training (W/Modf)          |             |                   |
| Total For 7234 DEMARCO EASTERWOOD:          |          |                |           |                                     | \$46.14     |                   |
| 1440 R L EDMONSON JR                        |          |                |           |                                     |             |                   |
| 221116                                      | 04/02/24 | 032824         | 0         | 001-041-664-000                     | 230.00      | N Y               |
| Parking Lot Rental Property                 |          |                |           | Public Parking Lots                 |             |                   |
| Total For 1440 R L EDMONSON JR:             |          |                |           |                                     | \$230.00    |                   |
| 2102 EQUIFAX INFO SERVICES LLC*             |          |                |           |                                     |             |                   |
| 221217                                      | 04/02/24 | 2059564400     | 0         | 001-010-503-000                     | 133.00      | N N               |
| Monthly Service Fee                         |          |                |           | Supplies-Non-Op-Subs & Dues         |             |                   |
| Total For 2102 EQUIFAX INFO SERVICES LLC*:  |          |                |           |                                     | \$133.00    |                   |
| 5494 FARIS HEATING & COOLING LLC            |          |                |           |                                     |             |                   |
| 221117                                      | 04/02/24 | 012324         | 10022793  | 001-037-635-000                     | 96.30       | N Y               |
| Ice Machine Repair-Upper Level              |          |                |           | Out Serv-R&M-Not Veh/Equip/Radio    |             |                   |
| Total For 5494 FARIS HEATING & COOLING LLC: |          |                |           |                                     | \$96.30     |                   |
| 5591 RITA FELTON                            |          |                |           |                                     |             |                   |
| 221118                                      | 04/02/24 | 032824         | 0         | 001-004-685-000                     | 100.00      | N Y               |
| Civil Service                               |          |                |           | Civil Service Expense               |             |                   |
| Total For 5591 RITA FELTON:                 |          |                |           |                                     | \$100.00    |                   |
| 2902 FISHER SCIENTIFIC                      |          |                |           |                                     |             |                   |
| 221119                                      | 04/02/24 | 8800089        | 10021739  | 001-009-559-000                     | 56.51       | N N               |
| Chemicals And Consumables                   |          |                |           | Operating Supplies-Other            |             |                   |
| Total For 2902 FISHER SCIENTIFIC:           |          |                |           |                                     | \$56.51     |                   |
| 3121 FOUR COUNTY ELECTRIC                   |          |                |           |                                     |             |                   |
| 221120                                      | 04/02/24 | 292036         | 0         | 106-323-630-000                     | 264.00      | N N               |



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|----------------------------------------|----------|--------------------|-----------|----------------------------|-------------|-------------------|
| Armstrong Rd - Landfill                |          |                    |           | Utilities - Electric       |             |                   |
| 221121                                 | 04/02/24 | 292246A            | 0         | 001-004-630-000            | 22.78       | N N               |
| Hwy 45 N & 373                         |          |                    |           | Utilities - Electric       |             |                   |
| 221122                                 | 04/02/24 | 292246B            | 0         | 001-041-630-000            | 39.00       | N N               |
| Hwy 45 Welcome Sign                    |          |                    |           | Utilities - Electric       |             |                   |
| 221123                                 | 04/02/24 | 292246C            | 0         | 001-082-630-000            | 34.80       | N N               |
| Hargrove Rd                            |          |                    |           | Utilities - Electric       |             |                   |
| 221124                                 | 04/02/24 | 292246D            | 0         | 001-004-630-000            | 23.42       | N N               |
| Hwy 373                                |          |                    |           | Utilities - Electric       |             |                   |
| Total For 3121 FOUR COUNTY ELECTRIC:   |          |                    |           |                            | \$384.00    |                   |
| 1106 FUELMAN                           |          |                    |           |                            |             |                   |
| 221125                                 | 04/02/24 | 499318-562043      | 0         | 001-010-684-000            | 85.08       | N N               |
| 127183 Fuel Eric Lewis                 |          |                    |           | Travel & Training (W/Modf) |             |                   |
| 221126                                 | 04/02/24 | 434532 KR          | 0         | 001-016-684-001            | 58.93       | N N               |
| 127183 Fuel Kain Robert                |          |                    |           | Travel (Incl Mileage)      |             |                   |
| 221204                                 | 04/02/24 | 421966 HUGHES0     |           | 001-016-684-001            | 37.21       | N N               |
| 127183 D Hughes Fuel                   |          |                    |           | Travel (Incl Mileage)      |             |                   |
| 221252                                 | 04/02/24 | 206603-545426kr0   |           | 001-016-684-001            | 82.42       | N N               |
| 127183 Fuel Kain Rober                 |          |                    |           | Travel (Incl Mileage)      |             |                   |
| 221279                                 | 04/02/24 | 904268 Sellers/H&0 |           | 001-010-684-000            | 37.97       | N N               |
| 127183 Fuel Sellers/Hammond            |          |                    |           | Travel & Training (W/Modf) |             |                   |
| 221280                                 | 04/02/24 | 904268 HAMMOND     |           | 001-010-684-000            | 13.48       | N N               |
| 127183 Hammond Fuel                    |          |                    |           | Travel & Training (W/Modf) |             |                   |
| 221281                                 | 04/02/24 | 889527-413919M0    |           | 001-010-684-000            | 108.16      | N N               |
| 127183 Daughtry & Moore                |          |                    |           | Travel & Training (W/Modf) |             |                   |
| 221282                                 | 04/02/24 | 410539 SELL/HA0    |           | 001-010-684-000            | 36.48       | N N               |
| 127183 Fuel Sellers Hammond Easterwood |          |                    |           | Travel & Training (W/Modf) |             |                   |
| Total For 1106 FUELMAN:                |          |                    |           |                            | \$459.73    |                   |
| 5321 GALLS LLC                         |          |                    |           |                            |             |                   |
| 221127                                 | 04/02/24 | 027403357          | 10022765  | 001-016-535-000            | 96.98       | N N               |
| Uniform-Skirt W/Iner 70/30 Poly/Wool   |          |                    |           | Uniforms                   |             |                   |

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|------------------------------------------------|----------|----------------|-----------|------------------------------------|--------------|-------------------|
| Total For 5321 GALLS LLC:                      |          |                |           |                                    | \$96.98      |                   |
| 2534 GLASS DOCTOR                              |          |                |           |                                    |              |                   |
| 221258                                         | 04/02/24 | 1-116807       | 10022836  | 001-021-672-000                    | 283.89       | N Y               |
| 2023 Ram Pickup 1500                           |          |                |           | Out Serv-R&M-Veh/Eqp/Radio-Pub Wks |              |                   |
| 221259                                         | 04/02/24 | 1-116849       | 10022835  | 001-021-672-000                    | 314.90       | N Y               |
| 2023 Ram 1500 Truck#18                         |          |                |           | Out Serv-R&M-Veh/Eqp/Radio-Pub Wks |              |                   |
| Total For 2534 GLASS DOCTOR:                   |          |                |           |                                    | \$598.79     |                   |
| 1725 GOLDEN TRIANGLE WASTE SERVICES            |          |                |           |                                    |              |                   |
| 221128                                         | 04/02/24 | 23785-63226    | 0         | 001-028-602-000                    | 944.51       | N N               |
| City Facilities Pickup                         |          |                |           | Garbage Collection-Pickup          |              |                   |
| 221129                                         | 04/02/24 | 23785-63227    | 0         | 001-028-602-000                    | 133,473.60   | N N               |
| Residential Unit Pickup - 9568                 |          |                |           | Garbage Collection-Pickup          |              |                   |
| 221275                                         | 04/02/24 | 23785-63640    | 0         | 001-028-602-000                    | 341.59       | N N               |
| Lee Park Trash Pickup                          |          |                |           | Garbage Collection-Pickup          |              |                   |
| Total For 1725 GOLDEN TRIANGLE WASTE SERVICES: |          |                |           |                                    | \$134,759.70 |                   |
| 6706 GRIFFIN SECURITY & TECHNOLOGY             |          |                |           |                                    |              |                   |
| 221130                                         | 04/02/24 | 222582         | 0         | 317-021-900-000                    | 715.00       | N Y               |
| Riverwalk Camera Lease                         |          |                |           | Contractors' Expense               |              |                   |
| Total For 6706 GRIFFIN SECURITY & TECHNOLOGY:  |          |                |           |                                    | \$715.00     |                   |
| 5240 DR MAXINE HALL                            |          |                |           |                                    |              |                   |
| 221131                                         | 04/02/24 | 32724          | 0         | 001-004-685-000                    | 100.00       | N Y               |
| Civil Service                                  |          |                |           | Civil Service Expense              |              |                   |
| Total For 5240 DR MAXINE HALL:                 |          |                |           |                                    | \$100.00     |                   |
| 4342 ANITA HARRIS                              |          |                |           |                                    |              |                   |
| 221218                                         | 04/02/24 | 32524          | 0         | 107-350-890-000                    | 150.00       | N N               |
| Refund Sandfield                               |          |                |           | Refund Deposits                    |              |                   |
| Total For 4342 ANITA HARRIS:                   |          |                |           |                                    | \$150.00     |                   |
| 6329 KIMBERLY HAYES                            |          |                |           |                                    |              |                   |
| 221250                                         | 04/02/24 | 31424          | 0         | 001-010-535-000                    | 350.00       | N N               |
| Cid Clothing Allowance                         |          |                |           | Uniforms                           |              |                   |
| Total For 6329 KIMBERLY HAYES:                 |          |                |           |                                    | \$350.00     |                   |
| 6518 INTEREL TECHNOLOGIES LLC                  |          |                |           |                                    |              |                   |
| 221299                                         | 04/02/24 | COL-24-5613    | 0         | 001-005-600-000                    | 1,665.00     | N Y               |
| March Billing For Remote It                    |          |                |           | Professional Services              |              |                   |

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| Total For 6518 INTEREL TECHNOLOGIES LLC:    |          |                |           |                                   | \$1,665.00  |                   |
| 4307 INTERNATIONAL CODE COUNCIL             |          |                |           |                                   |             |                   |
| 221133                                      | 04/02/24 | Q15.000018385  | 10022826  | 001-016-683-000                   | 160.00      | N N               |
| Membership For 2021 I-Codes                 |          |                |           | Subscriptions & Dues              |             |                   |
| Total For 4307 INTERNATIONAL CODE COUNCIL:  |          |                |           |                                   | \$160.00    |                   |
| 7216 SHELLY MARIE KIDDER                    |          |                |           |                                   |             |                   |
| 221134                                      | 04/02/24 | 10             | 10022794  | 001-016-684-000                   | 375.00      | N Y               |
| Aha Cpr Instructor Course                   |          |                |           | Travel & Training (W/Modf)        |             |                   |
| Total For 7216 SHELLY MARIE KIDDER:         |          |                |           |                                   | \$375.00    |                   |
| 6277 KLUTTS PLUMBING                        |          |                |           |                                   |             |                   |
| 221135                                      | 04/02/24 | 594CPD         | 10022827  | 001-041-635-001                   | 2,021.00    | N Y               |
| Plumbing Repairs At Police Department       |          |                |           | Out Serv-R&M-Bldg&Structures      |             |                   |
| 221136                                      | 04/02/24 | 594FMKT        | 10022828  | 001-041-692-000                   | 650.00      | N Y               |
| Plumbing Repairs For Farmers' Market        |          |                |           | Farmer'S Market Pavilion          |             |                   |
| Total For 6277 KLUTTS PLUMBING:             |          |                |           |                                   | \$2,671.00  |                   |
| 6410 LAMAR'S AUTO BODY                      |          |                |           |                                   |             |                   |
| 221137                                      | 04/02/24 | 637572         | 10022824  | 107-350-573-000                   | 1,000.00    | N N               |
| Repair 2014 Tahoe                           |          |                |           | Supp-R&M-Veh/Eqp Prts-Othr Depts  |             |                   |
| Total For 6410 LAMAR'S AUTO BODY:           |          |                |           |                                   | \$1,000.00  |                   |
| 1578 LOWNDES CO COUNCIL ON AGING            |          |                |           |                                   |             |                   |
| 221138                                      | 04/02/24 | 32824          | 0         | 001-060-911-000                   | 1,833.33    | N N               |
| Monthly Appropriation                       |          |                |           | Lowndes Co Council On Aging       |             |                   |
| Total For 1578 LOWNDES CO COUNCIL ON AGING: |          |                |           |                                   | \$1,833.33  |                   |
| 5248 J D MCKAY                              |          |                |           |                                   |             |                   |
| 221139                                      | 04/02/24 | 31724          | 0         | 001-004-600-010                   | 75.00       | N Y               |
| Sound System Operations                     |          |                |           | Prof Serv-Other                   |             |                   |
| 221139                                      | 04/02/24 |                | 0         | 001-037-600-010                   | 300.00      | N Y               |
|                                             |          |                |           | Professional Serv - Other         |             |                   |
| Total For 5248 J D MCKAY:                   |          |                |           |                                   | \$375.00    |                   |
| 1186 MID-SOUTH UNIFORM & SUPPLY INC         |          |                |           |                                   |             |                   |
| 221188                                      | 04/02/24 | 647811         | 10022818  | 001-010-540-000                   | 576.16      | N N               |
| Patrol                                      |          |                |           | Supplies-Os-Equip Not Capitalized |             |                   |
| 221189                                      | 04/02/24 | 647646         | 10021858  | 001-010-535-000                   | 62.64       | N N               |
| Patrol - C. Smith                           |          |                |           | Uniforms                          |             |                   |

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| Total For 1186 MID-SOUTH UNIFORM & SUPPLY INC: |          |                |           |                                     | \$638.80    |                   |
| 1187 MILITARY HARDWARE                         |          |                |           |                                     |             |                   |
| 221219                                         | 04/02/24 | 327754         | 10022832  | 001-010-501-000                     | 170.90      | N N               |
| Work Program - Trash Bags                      |          |                |           | Supplies-Non-Op-Equip Not Capitaliz |             |                   |
| 221220                                         | 04/02/24 | 327064         | 10022785  | 107-350-559-000                     | 17.09       | N N               |
| Repair Bathroom At Sim Scott                   |          |                |           | Operating Supplies-Other            |             |                   |
| 221221                                         | 04/02/24 | 327507         | 10022819  | 107-350-559-000                     | 10.44       | N N               |
| Value For Redbird Bathroom                     |          |                |           | Operating Supplies-Other            |             |                   |
| Total For 1187 MILITARY HARDWARE:              |          |                |           |                                     | \$198.43    |                   |
| 1188 MILLS MORRIS CO.                          |          |                |           |                                     |             |                   |
| 221140                                         | 04/02/24 | 5178-466618    | 10022811  | 001-016-671-000                     | 154.29      | N N               |
| Battery For Atv 4 Wheeler                      |          |                |           | Out Serv-R&M-Veh/Equip/Radio-Fire   |             |                   |
| 221141                                         | 04/02/24 | 5178-466494    | 10022814  | 001-050-572-001                     | 56.98       | N N               |
| Hss Drill Bit, 7/16-20 Kit, St 983             |          |                |           | Supp-R&M-Veh/Equip-Street-Non-Acc   |             |                   |
| 221142                                         | 04/02/24 | 5178-466468    | 10022805  | 001-050-572-001                     | 6.39        | N N               |
| Hose Mender St Dept                            |          |                |           | Supp-R&M-Veh/Equip-Street-Non-Acc   |             |                   |
| 221205                                         | 04/02/24 | 5178-466947    | 10022783  | 001-050-572-001                     | 22.76       | N N               |
| Lights St Dept                                 |          |                |           | Supp-R&M-Veh/Equip-Street-Non-Acc   |             |                   |
| 221206                                         | 04/02/24 | 5178-466948    | 10022784  | 001-050-559-000                     | 585.00      | N N               |
| Socket Set                                     |          |                |           | Operating Supplies-Other            |             |                   |
| 221207                                         | 04/02/24 | 5178-467027    | 10022817  | 001-050-572-001                     | 27.32       | N N               |
| Gasket                                         |          |                |           | Supp-R&M-Veh/Equip-Street-Non-Acc   |             |                   |
| 221208                                         | 04/02/24 | 5178-467026    | 10022709  | 001-050-572-000                     | 395.48      | N N               |
| St 996 Battery                                 |          |                |           | Supp-R&M-Veh/Equip-Parts-Street     |             |                   |
| 221209                                         | 04/02/24 | 5178-467023    | 10022705  | 001-050-572-000                     | 122.32      | N N               |
| Hose, Nitrile St 981                           |          |                |           | Supp-R&M-Veh/Equip-Parts-Street     |             |                   |
| 221210                                         | 04/02/24 | 5178-467024    | 10022708  | 001-050-572-000                     | 197.74      | N N               |
| St 996 Battery                                 |          |                |           | Supp-R&M-Veh/Equip-Parts-Street     |             |                   |
| Total For 1188 MILLS MORRIS CO.:               |          |                |           |                                     | \$1,568.28  |                   |
| 1894 MMC MATERIALS INC - STARKVILLE            |          |                |           |                                     |             |                   |
| 221260                                         | 04/02/24 | 878007         | 10022760  | 001-021-581-000                     | 1,762.00    | N N               |
| Sidewalk @ 225 5Th St. North                   |          |                |           | Supplies-R&M-Sidewalks              |             |                   |

**ACCOUNTS PAYABLE CHECK PROOF**

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Cash Account: 001-000-002-000

| Voucher Number                                                                          | Pay Date | Invoice Number | PO Number | Account Number             | Amount (\$) | Use/1099 /Accrual |
|-----------------------------------------------------------------------------------------|----------|----------------|-----------|----------------------------|-------------|-------------------|
| Total For 1894 MMC MATERIALS INC - STARKVILLE:                                          |          |                |           |                            | \$1,762.00  |                   |
| 4452 DR. WILL E MOOREHEAD                                                               |          |                |           |                            |             |                   |
| 221144                                                                                  | 04/02/24 | 32824          | 0         | 106-323-648-000            | 116.66      | N Y               |
| Rent Payment Landfill                                                                   |          |                |           | Rental Property            |             |                   |
| Total For 4452 DR. WILL E MOOREHEAD:                                                    |          |                |           |                            | \$116.66    |                   |
| 4174 THOMAS L. MOORE JR                                                                 |          |                |           |                            |             |                   |
| 221143                                                                                  | 04/02/24 | 32824          | 0         | 001-004-685-000            | 100.00      | N Y               |
| Civil Service                                                                           |          |                |           | Civil Service Expense      |             |                   |
| Total For 4174 THOMAS L. MOORE JR:                                                      |          |                |           |                            | \$100.00    |                   |
| 4466 MS ASSN OF CHIEFS OF POLICE                                                        |          |                |           |                            |             |                   |
| 221190                                                                                  | 04/02/24 | 864            | 0         | 001-010-684-000            | 350.00      | N N               |
| 2024 Macp Summer Ed Conference                                                          |          |                |           | Travel & Training (W/Modf) |             |                   |
| Total For 4466 MS ASSN OF CHIEFS OF POLICE:                                             |          |                |           |                            | \$350.00    |                   |
| 5653 MS ASSN OF CODE ENFORCEMENT                                                        |          |                |           |                            |             |                   |
| 221298                                                                                  | 04/02/24 | 32924          | 0         | 001-019-684-003            | 175.00      | N N               |
| Mace Conf Registration Biloxi                                                           |          |                |           | Registration               |             |                   |
| Total For 5653 MS ASSN OF CODE ENFORCEMENT:                                             |          |                |           |                            | \$175.00    |                   |
| 1518 MS DEPARTMENT OF REVENUE                                                           |          |                |           |                            |             |                   |
| 221284                                                                                  | 04/02/24 | 32724          | 0         | 001-010-676-000            | 12.00       | N N               |
| 2 Tags Animal Control & Public Works                                                    |          |                |           | Miscellaneous              |             |                   |
| 221284                                                                                  | 04/02/24 |                | 0         | 001-021-676-000            | 12.00       | N N               |
|                                                                                         |          |                |           | Miscellaneous              |             |                   |
| 221295                                                                                  | 04/02/24 | 3272024        | 0         | 001-016-676-000            | 12.00       | N N               |
| L1067870848 Tag Fire Dept                                                               |          |                |           | Miscellaneous              |             |                   |
| Total For 1518 MS DEPARTMENT OF REVENUE:                                                |          |                |           |                            | \$36.00     |                   |
| 5484 MUNICIPAL EMERGENCY SERVICES                                                       |          |                |           |                            |             |                   |
| 221211                                                                                  | 04/02/24 | 2023499        | 10022841  | 001-016-559-000            | 1,356.80    | N N               |
| Annual Firefighter Extrication/Rescue Tool Maintenance Service Operating Supplies-Other |          |                |           |                            |             |                   |
| Total For 5484 MUNICIPAL EMERGENCY SERVICES:                                            |          |                |           |                            | \$1,356.80  |                   |
| 1239 NEWELL PAPER COMPANY                                                               |          |                |           |                            |             |                   |
| 221145                                                                                  | 04/02/24 | 3163075        | 10022789  | 001-016-502-000            | 65.34       | N N               |
| Trash Bags-60 Gallons                                                                   |          |                |           | Supplies-Non-Op-Other      |             |                   |
| 221212                                                                                  | 04/02/24 | 3163172        | 10022820  | 001-050-559-000            | 230.68      | N N               |
| 1 Case Of Dispenser Paper Towels, 1 Case Bathroom Tissue, Operating Supplies-Other      |          |                |           |                            |             |                   |

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|----------------------------------------------|----------|----------------|-----------|------------------------------------|-------------|-------------------|
| 221261                                       | 04/02/24 | 3163001        | 10022779  | 001-021-559-000                    | 461.32      | N N               |
| Safety And Cleaning Supplies                 |          |                |           | Operating Supplies-Other           |             |                   |
| Total For 1239 NEWELL PAPER COMPANY:         |          |                |           |                                    | \$757.34    |                   |
| 1238 NEW HOME BUILDING STORES **             |          |                |           |                                    |             |                   |
| 221290                                       | 04/02/24 | B55403         | 10022780  | 001-021-580-000                    | 163.90      | N N               |
| Concrete Crew                                |          |                |           | Supplies-R&M-Streets               |             |                   |
| 221291                                       | 04/02/24 | B56854 CREDIT  | 10022780  | 001-021-580-000                    | -81.95      | N N               |
|                                              |          |                |           | Supplies-R&M-Streets               |             |                   |
| 221292                                       | 04/02/24 | B55401         | 10022791  | 001-021-580-000                    | 175.92      | N N               |
| Materials For Barricades                     |          |                |           | Supplies-R&M-Streets               |             |                   |
| 221293                                       | 04/02/24 | B55406 CREDIT  | 10022780  | 001-021-580-000                    | -41.98      | N N               |
| Concrete Crew                                |          |                |           | Supplies-R&M-Streets               |             |                   |
| 221294                                       | 04/02/24 | B56857 CREDIT  | 10022791  | 001-021-580-000                    | -17.99      | N N               |
| Materials For Barricades                     |          |                |           | Supplies-R&M-Streets               |             |                   |
| Total For 1238 NEW HOME BUILDING STORES **:  |          |                |           |                                    | \$197.90    |                   |
| 5999 NEXT STAGE MEDIA                        |          |                |           |                                    |             |                   |
| 221271                                       | 04/02/24 | 1563           | 0         | 001-005-600-000                    | 658.34      | N Y               |
| Website Services March 2024                  |          |                |           | Professional Services              |             |                   |
| Total For 5999 NEXT STAGE MEDIA:             |          |                |           |                                    | \$658.34    |                   |
| 2519 PACKET MEDIA LLC                        |          |                |           |                                    |             |                   |
| 221247                                       | 04/02/24 | 33400          | 10022812  | 001-018-615-000                    | 19.00       | N N               |
| Historic Preservation Advertising            |          |                |           | Advertising-After 9/30/11          |             |                   |
| 221251                                       | 04/02/24 | 33391          | 10022863  | 001-037-615-000                    | 81.54       | N N               |
| Advertise For Bids For Trotter Renovations   |          |                |           | Advertising                        |             |                   |
| Total For 2519 PACKET MEDIA LLC:             |          |                |           |                                    | \$100.54    |                   |
| 1261 PRECISION COMMUNICATIONS INC            |          |                |           |                                    |             |                   |
| 221146                                       | 04/02/24 | 20319          | 10022643  | 001-010-670-000                    | 375.00      | N N               |
| Car No. 10                                   |          |                |           | Os Serv-R&M-Veh/Equip/Radio-Police |             |                   |
| Total For 1261 PRECISION COMMUNICATIONS INC: |          |                |           |                                    | \$375.00    |                   |
| 1272 QUILL CORPORATION                       |          |                |           |                                    |             |                   |
| 221246                                       | 04/02/24 | 37858460       | 10022866  | 001-018-503-000                    | 69.99       | N N               |
| Renewal Fee                                  |          |                |           | Supplies-Non-Op-Subs & Dues        |             |                   |

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|---------------------------------------------------------------------------------------------------|----------|----------------|-----------|-----------------|-------------------|-------------------|
| 221272                                                                                            | 04/02/24 | 37771910       | 10022801  | 001-050-540-000 | 31.84             | N N               |
| (2) Staplers, Hand Sanitizing Wipes, (4) Small Spaces Air Fresl Supplies-Os-Equip Not Capitalized |          |                |           |                 |                   |                   |
| 221273                                                                                            | 04/02/24 | 37768018       | 10022801  | 001-050-540-000 | 69.69             | N N               |
| Supplies-Os-Equip Not Capitalized                                                                 |          |                |           |                 |                   |                   |
| 221274                                                                                            | 04/02/24 | 37784553       | 10022801  | 001-050-540-000 | 172.70            | N N               |
| Supplies-Os-Equip Not Capitalized                                                                 |          |                |           |                 |                   |                   |
| <b>Total For 1272 QUILL CORPORATION:</b>                                                          |          |                |           |                 | <b>\$344.22</b>   |                   |
| <b>1451 HELEN RANDOLPH</b>                                                                        |          |                |           |                 |                   |                   |
| 221147                                                                                            | 04/02/24 | 32824          | 0         | 106-323-648-000 | 466.67            | N Y               |
| Rent Payment Landfill Rental Property                                                             |          |                |           |                 |                   |                   |
| <b>Total For 1451 HELEN RANDOLPH:</b>                                                             |          |                |           |                 | <b>\$466.67</b>   |                   |
| <b>6763 ROBERT'S APOTHECARY</b>                                                                   |          |                |           |                 |                   |                   |
| 221148                                                                                            | 04/02/24 | 13124          | 10022804  | 001-010-520-000 | 653.00            | N N               |
| January 2024 - Medicaton For Inmates Supplies-Op-Prisoner Meals & Med                             |          |                |           |                 |                   |                   |
| 221283                                                                                            | 04/02/24 | 022924         | 10022849  | 001-010-520-000 | 621.00            | N N               |
| February 2024 - Inmates Medication Supplies-Op-Prisoner Meals & Med                               |          |                |           |                 |                   |                   |
| <b>Total For 6763 ROBERT'S APOTHECARY:</b>                                                        |          |                |           |                 | <b>\$1,274.00</b> |                   |
| <b>4673 ROGERS GROUP INC</b>                                                                      |          |                |           |                 |                   |                   |
| 221262                                                                                            | 04/02/24 | 0726023421     | 10022756  | 001-021-582-000 | 1,418.56          | N N               |
| Dtich On Browder And Stockpile Supplies-R&M-Pipes & Culverts                                      |          |                |           |                 |                   |                   |
| <b>Total For 4673 ROGERS GROUP INC:</b>                                                           |          |                |           |                 | <b>\$1,418.56</b> |                   |
| <b>5333 JAQUAY SHERROD</b>                                                                        |          |                |           |                 |                   |                   |
| 221191                                                                                            | 04/02/24 | 31924          | 0         | 001-016-684-002 | 77.84             | N N               |
| Public Info Basic Course - Hattiesburg Meals & Lodging                                            |          |                |           |                 |                   |                   |
| <b>Total For 5333 JAQUAY SHERROD:</b>                                                             |          |                |           |                 | <b>\$77.84</b>    |                   |
| <b>6641 SHIELD TECHNOLOGIES LLC</b>                                                               |          |                |           |                 |                   |                   |
| 221149                                                                                            | 04/02/24 | 33124          | 0         | 001-009-600-000 | 30.00             | N Y               |
| Monthly Crime Lab Monitoring Professional Services                                                |          |                |           |                 |                   |                   |
| <b>Total For 6641 SHIELD TECHNOLOGIES LLC:</b>                                                    |          |                |           |                 | <b>\$30.00</b>    |                   |
| <b>7225 MELVIN SHIRLEY</b>                                                                        |          |                |           |                 |                   |                   |
| 221150                                                                                            | 04/02/24 | 31224          | 0         | 001-010-684-000 | 346.39            | N N               |
| Travel Motorcycle Training Travel & Training (W/Modf)                                             |          |                |           |                 |                   |                   |
| 221278                                                                                            | 04/02/24 | 31924          | 0         | 001-010-684-000 | 55.00             | N N               |



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|-------------------------------------------------------------|----------|----------------|-----------|--------------------------------|-------------|-------------------|
| Motorcycle Training Jackson Ms                              |          |                |           | Travel & Training (W/Modf)     |             |                   |
| Total For 7225 MELVIN SHIRLEY:                              |          |                |           |                                | \$401.39    |                   |
| 5114 SIGNATURE SOUND & PRINTING                             |          |                |           |                                |             |                   |
| 221222                                                      | 04/02/24 | 3752           | 0         | 107-350-615-000                | 355.00      | N Y               |
| Social Media Promotion & Web Maintenance                    |          |                |           | Advertising                    |             |                   |
| 221239                                                      | 04/02/24 | 3751           | 0         | 001-004-600-000                | 800.00      | N Y               |
| City Hall Social Media Marketing                            |          |                |           | Professional Services          |             |                   |
| Total For 5114 SIGNATURE SOUND & PRINTING:                  |          |                |           |                                | \$1,155.00  |                   |
| 6003 SMARTDRAW SOFTWARE, LLC                                |          |                |           |                                |             |                   |
| 221151                                                      | 04/02/24 | 193803         | 0         | 001-005-681-000                | 238.80      | N Y               |
| Subscription                                                |          |                |           | Maintenance & Support Contacts |             |                   |
| Total For 6003 SMARTDRAW SOFTWARE, LLC:                     |          |                |           |                                | \$238.80    |                   |
| 4342 JAKYLA SMITH                                           |          |                |           |                                |             |                   |
| 221223                                                      | 04/02/24 | 32524          | 0         | 107-350-890-000                | 150.00      | N N               |
| Refund Townsend                                             |          |                |           | Refund Deposits                |             |                   |
| Total For 4342 JAKYLA SMITH:                                |          |                |           |                                | \$150.00    |                   |
| 6789 SOUTHERN TIRE MART LLC                                 |          |                |           |                                |             |                   |
| 221152                                                      | 04/02/24 | 2090070364     | 10022795  | 001-050-571-001                | 1,528.36    | N N               |
| (4) 11R22.5/16 Fd694Csd Tires For Fd                        |          |                |           | Supp-R&M-Veh/Eqp-Fire-Non-Acc  |             |                   |
| 221153                                                      | 04/02/24 | 66899 CREDIT   | 0         | 001-050-571-001                | -37.33      | N N               |
| Overpaid On 2090066899                                      |          |                |           | Supp-R&M-Veh/Eqp-Fire-Non-Acc  |             |                   |
| Total For 6789 SOUTHERN TIRE MART LLC:                      |          |                |           |                                | \$1,491.03  |                   |
| 6205 SPARKLIGHT                                             |          |                |           |                                |             |                   |
| 221300                                                      | 04/02/24 | 138628672FM    | 0         | 001-041-692-000                | 142.49      | N N               |
| 138628672 Farmers Mkt                                       |          |                |           | Farmer'S Market Pavilion       |             |                   |
| Total For 6205 SPARKLIGHT:                                  |          |                |           |                                | \$142.49    |                   |
| 1802 SPORTS SPECIALTY                                       |          |                |           |                                |             |                   |
| 221224                                                      | 04/02/24 | 57780          | 10022852  | 107-350-559-000                | 3,600.00    | N N               |
| Sport Equipment For Baseball                                |          |                |           | Operating Supplies-Other       |             |                   |
| Total For 1802 SPORTS SPECIALTY:                            |          |                |           |                                | \$3,600.00  |                   |
| 4813 STAPLES ADVANTAGE                                      |          |                |           |                                |             |                   |
| 221154                                                      | 04/02/24 | 3562006995     | 10022759  | 001-016-500-000                | 99.84       | N N               |
| Red Ink Pens, Laser/Business Cards, Plugable 4 Port Usb Hub |          |                |           | Supplies-Non-Op-Office         |             |                   |
| 221192                                                      | 04/02/24 | 3562469250     | 10022788  | 001-016-502-000                | 678.27      | N N               |

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|--------------------------------------------------------------|----------|-----------------------------------|-----------|-----------------|-------------|-------------------|
| Toilet Paper And Paper Towels                                |          | Supplies-Non-Op-Other             |           |                 |             |                   |
| Total For 4813 STAPLES ADVANTAGE:                            |          |                                   |           |                 | \$778.11    |                   |
| 1501 STATE FIRE ACADEMY                                      |          |                                   |           |                 |             |                   |
| 221155                                                       | 04/02/24 | 32040                             | 10022809  | 001-016-684-000 | 877.00      | N N               |
| Airport Fire Fighter Course-Clayton Aldridge                 |          | Travel & Training (W/Modf)        |           |                 |             |                   |
| Total For 1501 STATE FIRE ACADEMY:                           |          |                                   |           |                 | \$877.00    |                   |
| 5309 JOHN STEWART                                            |          |                                   |           |                 |             |                   |
| 221156                                                       | 04/02/24 | 974944                            | 10022833  | 001-041-635-001 | 425.00      | N Y               |
| Parts & Labor For Dial-A-Bus Due To Break In; Repairing Door |          | Out Serv-R&M-Bldg&Structures      |           |                 |             |                   |
| 221157                                                       | 04/02/24 | 961257                            | 0         | 001-080-635-000 | 959.00      | N Y               |
| Plumbing Friendship Cemetery                                 |          | Out Serv-R&M-Not Veh/Equip/Radio  |           |                 |             |                   |
| 221158                                                       | 04/02/24 | 693227                            | 0         | 001-080-682-000 | 2,125.00    | N Y               |
| Friendship Cemetery Grave Prep                               |          | Grave Openings                    |           |                 |             |                   |
| Total For 5309 JOHN STEWART:                                 |          |                                   |           |                 | \$3,509.00  |                   |
| 6540 STRAIGHT UP AVIATION                                    |          |                                   |           |                 |             |                   |
| 221159                                                       | 04/02/24 | 32824                             | 0         | 001-082-600-000 | 5,000.00    | N Y               |
| Monthly Appropriation                                        |          | Professional Services             |           |                 |             |                   |
| Total For 6540 STRAIGHT UP AVIATION:                         |          |                                   |           |                 | \$5,000.00  |                   |
| 2578 STRICKLAND COMPANIES                                    |          |                                   |           |                 |             |                   |
| 221285                                                       | 04/02/24 | 776160-0                          | 10022842  | 001-010-502-000 | 136.07      | N N               |
| Office Supplies                                              |          | Supplies-Non-Op-Other             |           |                 |             |                   |
| Total For 2578 STRICKLAND COMPANIES:                         |          |                                   |           |                 | \$136.07    |                   |
| 1317 SUNBELT FIRE INC.                                       |          |                                   |           |                 |             |                   |
| 221160                                                       | 04/02/24 | 10889                             | 10022774  | 001-016-540-000 | 409.50      | N N               |
| F-500 Encapsulator Agent, 5 Gallon Pail (Firefighter Foam)   |          | Supplies-Os-Equip Not Capitalized |           |                 |             |                   |
| Total For 1317 SUNBELT FIRE INC.:                            |          |                                   |           |                 | \$409.50    |                   |
| 4559 THE CLINIC AT ELM LAKE, P.A.                            |          |                                   |           |                 |             |                   |
| 221288                                                       | 04/02/24 | 39149                             | 10022799  | 001-016-600-009 | 250.00      | N N               |
| Pre-Employment Medical Exams: Ballard, Hood, Lowery          |          | Prof Serv-Medical                 |           |                 |             |                   |
| 221289                                                       | 04/02/24 | 39109                             | 10022799  | 001-016-600-009 | 250.00      | N N               |
|                                                              |          | Prof Serv-Medical                 |           |                 |             |                   |
| Total For 4559 THE CLINIC AT ELM LAKE, P.A.:                 |          |                                   |           |                 | \$500.00    |                   |
| 6296 TOXTESTS.COM LLC                                        |          |                                   |           |                 |             |                   |
| 221238                                                       | 04/02/24 | 17619                             | 10022823  | 001-009-559-000 | 235.00      | N N               |

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| Drug Screens And Bac Presumptive Tests For             |          |                |           | Operating Supplies-Other            |             |                   |
| Total For 6296 TOXTESTS.COM LLC:                       |          |                |           |                                     | \$235.00    |                   |
| 2707 ULINE                                             |          |                |           |                                     |             |                   |
| 221163                                                 | 04/02/24 | 175211855      | 10022716  | 001-010-551-000                     | 772.08      | N N               |
| Patrol - Mail Sorter                                   |          |                |           | Supplies - K9                       |             |                   |
| Total For 2707 ULINE:                                  |          |                |           |                                     | \$772.08    |                   |
| 4534 UNIFIRST CORPORATION                              |          |                |           |                                     |             |                   |
| 221162                                                 | 04/02/24 | 1830091883     | 0         | 001-050-535-000                     | 287.65      | N N               |
| Uniforms - Garage                                      |          |                |           | Uniforms                            |             |                   |
| 221254                                                 | 04/02/24 | 1830092845     | 0         | 001-050-535-000                     | 492.81      | N N               |
|                                                        |          |                |           | Uniforms                            |             |                   |
| 221264                                                 | 04/02/24 | 1830091884     | 10022867  | 001-021-535-000                     | 1,412.69    | N N               |
| Weekly Uniform Rental 3/20/2024                        |          |                |           | Uniforms                            |             |                   |
| 221265                                                 | 04/02/24 | 1830091885     | 10022867  | 106-323-535-000                     | 88.35       | N N               |
|                                                        |          |                |           | Uniforms                            |             |                   |
| Total For 4534 UNIFIRST CORPORATION:                   |          |                |           |                                     | \$2,281.50  |                   |
| 7218 UNITED EXTERIOR SERVICES LLC                      |          |                |           |                                     |             |                   |
| 221164                                                 | 04/02/24 | 710            | 10022796  | 203-037-900-000                     | 1,775.00    | N Y               |
| Partial Lower Level Convention Center Pressure Washing |          |                |           | Contractors' Expense                |             |                   |
| Total For 7218 UNITED EXTERIOR SERVICES LLC:           |          |                |           |                                     | \$1,775.00  |                   |
| 5510 VECTOR SECURITY                                   |          |                |           |                                     |             |                   |
| 221165                                                 | 04/02/24 | 17472081       | 10022798  | 001-037-635-001                     | 187.68      | N N               |
| Trotter Monitoring (6) Monitoring Fees                 |          |                |           | Out Serv-R&M-Bldg&Structures        |             |                   |
| 221166                                                 | 04/02/24 | 17505459       | 10022847  | 001-037-635-000                     | 215.50      | N N               |
| Service Call For Fire Alarm                            |          |                |           | Out Serv-R&M-Not Veh/Eqp/Radio      |             |                   |
| Total For 5510 VECTOR SECURITY:                        |          |                |           |                                     | \$403.18    |                   |
| 5074 VERIZON                                           |          |                |           |                                     |             |                   |
| 221243                                                 | 04/02/24 | 9958722824     | 0         | 001-005-605-000                     | 940.06      | N N               |
| Monthly Billing It                                     |          |                |           | Communication (Postage,Wireless,Etc |             |                   |
| Total For 5074 VERIZON:                                |          |                |           |                                     | \$940.06    |                   |
| 4551 WADE INCORPORATED                                 |          |                |           |                                     |             |                   |
| 221167                                                 | 04/02/24 | P48001         | 10022782  | 001-050-572-001                     | 824.14      | N N               |
| Heater Core, Shocks, Filter St Dept 331                |          |                |           | Supp-R&M-Veh/Eqp-Street-Non-Acc     |             |                   |

# ACCOUNTS PAYABLE CHECK PROOF

Dates: 04/02/2024 to 04/02/2024

Pay Groups: All

Vouchers: All

City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number                            | Pay Date | Invoice Number | PO Number | Account Number                  | Amount (\$)  | Use/1099 /Accrual |
|-------------------------------------------|----------|----------------|-----------|---------------------------------|--------------|-------------------|
| Total For 4551 WADE INCORPORATED:         |          |                |           |                                 | \$824.14     |                   |
| 5486 CHRIS WARE                           |          |                |           |                                 |              |                   |
| 221248                                    | 04/02/24 | 31424          | 0         | 001-010-535-000                 | 350.00       | N N               |
| Cid Clothing Allowance                    |          |                |           | Uniforms                        |              |                   |
| Total For 5486 CHRIS WARE:                |          |                |           |                                 | \$350.00     |                   |
| 6969 TERENCE WARE                         |          |                |           |                                 |              |                   |
| 221249                                    | 04/02/24 | 31424          | 0         | 001-010-535-000                 | 350.00       | N N               |
| Cid Clothing Allowance                    |          |                |           | Uniforms                        |              |                   |
| Total For 6969 TERENCE WARE:              |          |                |           |                                 | \$350.00     |                   |
| 6304 WARRIOR ENERGY                       |          |                |           |                                 |              |                   |
| 221301                                    | 04/02/24 | 87066          | 10022853  | 001-050-525-004                 | 1,806.20     | N N               |
| Oil-Stock                                 |          |                |           | Supp-Op-Fuel,Oil,Grse-Grease    |              |                   |
| Total For 6304 WARRIOR ENERGY:            |          |                |           |                                 | \$1,806.20   |                   |
| 1352 WATERS TRUCK & TRACTOR               |          |                |           |                                 |              |                   |
| 221255                                    | 04/02/24 | 01P135172      | 10022810  | 001-050-571-001                 | 4.93         | N N               |
| Fd Engine 22                              |          |                |           | Supp-R&M-Veh/Equip-Fire-Non-Acc |              |                   |
| Total For 1352 WATERS TRUCK & TRACTOR:    |          |                |           |                                 | \$4.93       |                   |
| 5005 WEATHERS CONSTRUCTION INC            |          |                |           |                                 |              |                   |
| 221194                                    | 04/02/24 | #4 PAY REQUEST |           | 320-021-682-000                 | 500.00       | N N               |
| 15Th St N Drainage Improvements - Final   |          |                |           | Construction Contractors Exp    |              |                   |
| 221244                                    | 04/02/24 | PAYREQ#3       | 0         | 318-000-900-000                 | 259,352.10   | N N               |
| Turf Field Retrofit Pay Req #3            |          |                |           | Contractors' Expense            |              |                   |
| Total For 5005 WEATHERS CONSTRUCTION INC: |          |                |           |                                 | \$259,852.10 |                   |
| 4453 HILDRED M. WEBB                      |          |                |           |                                 |              |                   |
| 221168                                    | 04/02/24 | 32824          | 0         | 106-323-648-000                 | 116.67       | N Y               |
| Monthly Rent Payment Landfill             |          |                |           | Rental Property                 |              |                   |
| Total For 4453 HILDRED M. WEBB:           |          |                |           |                                 | \$116.67     |                   |
| 6997 WELDON ELECTRIC LLC                  |          |                |           |                                 |              |                   |
| 221169                                    | 04/02/24 | 02235A         | 10022797  | 001-037-635-001                 | 125.00       | N Y               |
| Breakers At Trotter Convention Center     |          |                |           | Out Serv-R&M-Bldg&Structures    |              |                   |
| Total For 6997 WELDON ELECTRIC LLC:       |          |                |           |                                 | \$125.00     |                   |
| Total For Checks:                         |          |                |           |                                 | \$533,079.21 |                   |
| 93 Check(s)                               |          |                |           |                                 | \$533,079.21 |                   |
| 4 Check overflow page(s)                  |          |                |           |                                 |              |                   |
| 97 Checks with overflow pages             |          |                |           |                                 |              |                   |

ACCOUNTS PAYABLE CHECK PROOF

Dates: 04/02/2024 to 04/02/2024  
Pay Groups: All  
Vouchers: All

City of Columbus MS  
FY 2023-2024  
Cash Account: 001-000-002-000

| Voucher Number | Pay Date | Invoice Number | PO Number  | Account Number | Amount (\$)  | Use/1099 /Accrual |
|----------------|----------|----------------|------------|----------------|--------------|-------------------|
| GRAND TOTAL:   |          |                | 93 Vendors |                | \$533,079.21 |                   |

The Above Vouchers Have Been Approved for Payment

Authorized Signatures

(Date)

(Date)

(Date)

(Date)

(Date)

(Date)

Checkwrite #1

# ACCOUNTS PAYABLE CHECK PROOF

Dates: 03/21/2024 to 03/21/2024

Pay Groups: All

Vouchers: All

City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number              | Pay Date | Invoice Number         | PO Number | Account Number       | Amount (\$) | Use/1099 /Accrual |
|-----------------------------|----------|------------------------|-----------|----------------------|-------------|-------------------|
| <b>Checks</b>               |          |                        |           |                      |             |                   |
| <b>3442 ATMOS ENERGY **</b> |          |                        |           |                      |             |                   |
| 221011                      | 03/21/24 | 3057816173 CPD0        |           | 001-010-630-000      | 64.66       | N N               |
|                             |          | 3057816173 Cpd Ave B   |           | Utilities - Electric |             |                   |
| 221012                      | 03/21/24 | 4013476443 0           |           | 001-041-630-000      | 131.37      | N N               |
|                             |          | 4013476443 Main        |           | Utilities - Electric |             |                   |
| 221013                      | 03/21/24 | 3063042890 RH 0        |           | 001-041-630-000      | 43.93       | N N               |
|                             |          | 3063042890 Regal Hall  |           | Utilities - Electric |             |                   |
| 221014                      | 03/21/24 | 4013594584 CO 0        |           | 001-043-630-000      | 129.14      | N N               |
|                             |          | 4013594584 Outreach    |           | Utilities-Electric   |             |                   |
| 221015                      | 03/21/24 | 3020275657 FS1 0       |           | 001-016-630-000      | 347.84      | N N               |
|                             |          | 3020275657 Fire Sta 1  |           | Utilities            |             |                   |
| 221016                      | 03/21/24 | 3020305472 BS 0        |           | 001-018-630-000      | 119.89      | N N               |
|                             |          | 3020305472 Bldg Insp   |           | Utilities            |             |                   |
| 221017                      | 03/21/24 | 4039513809 SS 0        |           | 107-350-626-000      | 314.48      | N N               |
|                             |          | 4039513809 Sim Scott   |           | Natural Gas          |             |                   |
| 221018                      | 03/21/24 | 4034724475FM 0         |           | 001-041-630-000      | 85.00       | N N               |
|                             |          | 4034724475 Farmers Mkt |           | Utilities - Electric |             |                   |
| 221019                      | 03/21/24 | 4013594566 0           |           | 001-041-630-000      | 68.14       | N N               |
|                             |          | 4013594566 Main        |           | Utilities - Electric |             |                   |
| 221020                      | 03/21/24 | 3057816299CL 0         |           | 001-009-630-000      | 153.14      | N N               |
|                             |          | 3057816299 Crime Lab   |           | Utilities            |             |                   |
| 221021                      | 03/21/24 | 3057816306FP 0         |           | 001-042-630-000      | 113.09      | N N               |
|                             |          | 3057816306 Fed Prog    |           | Utilities - Electric |             |                   |
| 221022                      | 03/21/24 | 3057816235CL 0         |           | 001-009-630-000      | 76.60       | N N               |
|                             |          | 3057816235 Crime Lab   |           | Utilities            |             |                   |
| 221023                      | 03/21/24 | 3057816253CL 0         |           | 001-009-630-000      | 76.60       | N N               |
|                             |          | 3057816253 Crime Lab   |           | Utilities            |             |                   |
| 221024                      | 03/21/24 | 3057816164CPD 0        |           | 001-010-630-000      | 528.79      | N N               |
|                             |          | 3057816164 Police      |           | Utilities - Electric |             |                   |

# ACCOUNTS PAYABLE CHECK PROOF

Dates: 03/21/2024 to 03/21/2024

Pay Groups: All

Vouchers: All

City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number                              | Pay Date | Invoice Number                      | PO Number | Account Number                      | Amount (\$) | Use/1099 /Accrual |
|---------------------------------------------|----------|-------------------------------------|-----------|-------------------------------------|-------------|-------------------|
| 221025                                      | 03/21/24 | 3020305801                          | 0         | 001-041-630-000                     | 88.52       | N N               |
|                                             |          | 3020305801 Main                     |           | Utilities - Electric                |             |                   |
| 221026                                      | 03/21/24 | 3057816084TROT                      |           | 001-037-630-000                     | 845.17      | N N               |
|                                             |          | 3057816084 Trotter                  |           | Utilities - Electric                |             |                   |
| 221027                                      | 03/21/24 | 3020275871 ANED                     |           | 001-037-630-000                     | 142.54      | N N               |
|                                             |          | 3020275871 Annex                    |           | Utilities - Electric                |             |                   |
| Total For 3442 ATMOS ENERGY **:             |          |                                     |           |                                     | \$3,328.90  |                   |
| 1060 COLUMBUS LIGHT & WATER DEPT            |          |                                     |           |                                     |             |                   |
| 221028                                      | 03/21/24 | 1832498                             | 0         | 001-016-630-000                     | 895.50      | N N               |
|                                             |          | 208846 108577 Fs1                   |           | Utilities                           |             |                   |
| 221029                                      | 03/21/24 | 1832982                             | 0         | 107-350-631-000                     | 38.25       | N N               |
|                                             |          | 209450 109124 P/R                   |           | Utilities - Outdoor Light           |             |                   |
| 221030                                      | 03/21/24 | 1833042                             | 0         | 001-010-630-000                     | 23.75       | N N               |
|                                             |          | 209524 109190 Cpd                   |           | Utilities - Electric                |             |                   |
| 221031                                      | 03/21/24 | 2443                                | 0         | 001-041-627-000                     | 1,141.84    | N N               |
|                                             |          | Feb 2024 Street Light Maintenance   |           | Utilities - Street Lights           |             |                   |
| 221032                                      | 03/21/24 | 2444                                | 0         | 001-041-627-000                     | 6,538.67    | N N               |
|                                             |          | Feb 2024 Traffic Signal Maintenance |           | Utilities - Street Lights           |             |                   |
| 221033                                      | 03/21/24 | 2445                                | 0         | 001-041-627-000                     | 368.90      | N N               |
|                                             |          | Feb 2024 Street Light Materials     |           | Utilities - Street Lights           |             |                   |
| 221034                                      | 03/21/24 | 2446                                | 0         | 001-041-627-000                     | 3,122.36    | N N               |
|                                             |          | Feb 2024 Riverwalk Lights           |           | Utilities - Street Lights           |             |                   |
| 221035                                      | 03/21/24 | 2447                                | 0         | 001-041-627-000                     | 3,989.18    | N N               |
|                                             |          | Feb 2024 Propst Park                |           | Utilities - Street Lights           |             |                   |
| Total For 1060 COLUMBUS LIGHT & WATER DEPT: |          |                                     |           |                                     | \$16,118.45 |                   |
| 6205 SPARKLIGHT                             |          |                                     |           |                                     |             |                   |
| 221058                                      | 03/21/24 | 139789960 BRID0                     |           | 001-005-605-000                     | 475.51      | N N               |
|                                             |          | 139789960 Bridge Video              |           | Communication (Postage,Wireless,Etc |             |                   |
| Total For 6205 SPARKLIGHT:                  |          |                                     |           |                                     | \$475.51    |                   |
| Total For Checks:                           |          |                                     |           |                                     | \$19,922.86 |                   |
| 3 Check(s)                                  |          |                                     |           |                                     | \$19,922.86 |                   |
| 1 Check overflow page(s)                    |          |                                     |           |                                     |             |                   |



ACCOUNTS PAYABLE CHECK PROOF

Dates: 03/21/2024 to 03/21/2024  
Pay Groups: All  
Vouchers: All

City of Columbus MS  
FY 2023-2024  
Cash Account: 001-000-002-000

| Voucher<br>Number            | Pay<br>Date | Invoice<br>Number | PO<br>Number | Account Number | Amount (\$) | Use/1099<br>/Accrual |
|------------------------------|-------------|-------------------|--------------|----------------|-------------|----------------------|
| 4 Checks with overflow pages |             |                   |              |                |             |                      |
| GRAND TOTAL:                 |             |                   | 3 Vendors    |                | \$19,922.86 |                      |

The Above Vouchers Have Been Approved for Payment

Authorized Signatures

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(Date)

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(Date)

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(Date)

Checkwrite #2

ACCOUNTS PAYABLE CHECK PROOF

Dates: 03/25/2024 to 03/25/2024

Pay Groups: All

Vouchers: 221161 to End

City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number                           | Pay Date | Invoice Number | PO Number | Account Number             | Amount (\$) | Use/1099 /Accrual |
|------------------------------------------|----------|----------------|-----------|----------------------------|-------------|-------------------|
| Checks                                   |          |                |           |                            |             |                   |
| 4680 ROGER LEWIS                         |          |                |           |                            |             |                   |
| 221193                                   | 03/25/24 | 032524         | 0         | 106-323-684-000            | 334.88      | N N               |
| Travel Expense Mileage Swana Conf Biloxi |          |                |           | Travel & Training (W/Modf) |             |                   |
| Total For 4680 ROGER LEWIS:              |          |                |           |                            | \$334.88    |                   |
| 3220 SWANA                               |          |                |           |                            |             |                   |
| 221161                                   | 03/25/24 | S2024-050      | 10022840  | 106-323-684-003            | 450.00      | N N               |
| Solid Waste Spring Conference            |          |                |           | Registration               |             |                   |
| 221186                                   | 03/25/24 | 2024 MEMBERSH  | 10022792  | 106-323-500-000            | 245.00      | N N               |
| For Landfill Supervisor                  |          |                |           | Supplies-Non-Op-Office     |             |                   |
| Total For 3220 SWANA:                    |          |                |           |                            | \$695.00    |                   |
| Total For Checks:                        |          |                |           |                            | \$1,029.88  |                   |
| 2 Check(s)                               |          |                |           |                            | \$1,029.88  |                   |
| GRAND TOTAL:                             |          |                | 2 Vendors |                            | \$1,029.88  |                   |

The Above Vouchers Have Been Approved for Payment

Authorized Signatures

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checkwrite #3

ACCOUNTS PAYABLE CHECK PROOF

Dates: 03/27/2024 to 03/27/2024

Pay Groups: All

Vouchers: All

City of Columbus MS

FY 2023-2024

Cash Account: 001-000-002-000

| Voucher Number                                | Pay Date | Invoice Number  | PO Number | Account Number                 | Amount (\$) | Use/1099 /Accrual |
|-----------------------------------------------|----------|-----------------|-----------|--------------------------------|-------------|-------------------|
| Checks                                        |          |                 |           |                                |             |                   |
| 6080 BILL RUSSELL FORD                        |          |                 |           |                                |             |                   |
| 221269                                        | 03/27/24 | 6192446/2       | 10022864  | 001-050-570-101                | 8,860.33    | N N               |
| Damages To 2015 Dodge Charger                 |          |                 |           | Supp-R&M-Veh/Eqp-Police-Accdnt |             |                   |
| Total For 6080 BILL RUSSELL FORD:             |          |                 |           |                                | \$8,860.33  |                   |
| 1179 LOWNDES COUNTY CHANCERY CLERK            |          |                 |           |                                |             |                   |
| 221270                                        | 03/27/24 | 32724-10 LIEN 0 |           | 001-019-676-000                | 260.00      | N N               |
| Lien Filing Or Release Fees                   |          |                 |           | Miscellaneous                  |             |                   |
| Total For 1179 LOWNDES COUNTY CHANCERY CLERK: |          |                 |           |                                | \$260.00    |                   |
| Total For Checks:                             |          |                 |           |                                | \$9,120.33  |                   |
| 2 Check(s)                                    |          |                 |           |                                | \$9,120.33  |                   |
| GRAND TOTAL:                                  |          |                 | 2 Vendors |                                | \$9,120.33  |                   |

The Above Vouchers Have Been Approved for Payment

Authorized Signatures

\_\_\_\_\_  
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(Date)

# CITY OF COLUMBUS Citizen Input Application

## INTRODUCTION

This form must be completed in its entirety and signed in order for you to be placed on the Citizen's Input Agenda of the City Council Meeting. Your signature constitutes your agreement with the terms and provisions of the Attached Terms and Conditions. The deadline to submit application is at 5 p.m. the Wednesday prior to the City Council Meeting you are requesting to appear.

Full Name of Person Wishing to Address City Council:

Vanita Phinisey Tayla Clay

Home Address: 155 Breland Overlook

Columbus, MS 39705

Email Address: Tclay@goldentriangletennis.net

Telephone Number: 205-720-3217

Subject Matter You Wish to Speak About:

Golden Triangle Tennis has a mission to connect kids and their communities through tennis and education to make a positive impact on their lives overall as an individual. On May 17-19, we are planning to host our 5th Annual Battle of the States Tennis Tournament, one of our biggest fundraisin events. We take pride in this event, having been the Special Event of the Year in MS and among all nine states in the Southern Section of the USTA (United States Tennis Association) in 2022 we strive for that feat every year. We think our efforts would go even ffourther with you as an official sponsor. In this role, the city would provide service, goods, or funds and in turn we would promote the city as one of the event's sponsor. With the city by our side at this upcoming event, we're sure to achieve this season's fundraising goal and serve the Golden Triangle area well.

If this is a complaint, please explain in detail. All efforts will be made to resolve the issue before the Council Meeting:

Please use the space below for additional information:

By signing below, I signify and promise I agree to all the terms and conditions on the attached sheet.

I also understand that the completed application will be published as part of the agenda on the City's website.

Printed Name: Tayla Clay

Signature: Tayla Clay

Date: 03/26/2024

**NOTE: You will appear on the Citizen input section of the meeting. No Citizens shall present themselves for citizen input wearing dark sunglasses or head-wear unless prescribed by a medical Doctor. If sunglasses or head-wear are ordered by physician, a doctor's written order may be required. In the case of established religious principles requiring head-wear, exceptions will be permitted.**

## TERMS AND CONDITIONS GOVERNING CITIZENS INPUT

The following terms and conditions shall govern Citizen's Input at all Official meetings of the Mayor and City Council of the City of Columbus. The City of Columbus may amend or revise these Terms and Conditions at any time. Until revised they shall be strictly enforced. Any person desiring to be heard at an official meeting of the Mayor and City Council shall first be required to fully and completely fill out a City of Columbus Citizen Input Application, which application may be obtained from the website of the City of Columbus or from the Administrative Assistant of the Mayor of the City. Unless the Application is completed fully and submitted within the deadline specified herein, the Mayor and City Council will not allow the Citizen Input at its Official Meetings. The terms and conditions required are as follows:

1. The fully completed and signed Citizen Input Application must be delivered to the office of the Administrative Assistant to the Mayor of the City of Columbus by 5:00 PM on the Wednesday before a regular City Council meeting. Failure to deliver the Citizen Input Application by the aforesaid deadline will result in a rejection of the Application for the forthcoming meeting and a delay of granting the Application until the next following regular meeting of the Mayor and City Council.
2. The Chief Operations Officer will then contact the Applicant to determine if any complaints about the City may be resolved in advance of the City Council meeting. The Applicant promises to cooperate to see if any complaints may be resolved before the regular Council meeting at which the Applicant seeks to speak.
3. Citizen Input shall be limited to five minutes per Applicant, per meeting. During this five minute period The Mayor and City Council will attempt to reserve comment or questions until the expiration of the five minute period.
4. The subject matter of the Citizen Input must be related to official City of Columbus governmental issues. Citizen Input sessions should not be used to advertise businesses or otherwise promote nongovernmental events.
5. Citizens shall be limited to three (3) Citizen Input sessions in any twelve (12) month period. If a citizen submits a timely Citizen Input Application and is placed on the Agenda for a regular Council meeting he/she will be charged with a Citizen Input session even if he or she fails to appear after being placed on the Agenda.
6. Except for public forums and public hearings specially set by the Mayor and City Council, Citizen Input will only be heard at regular meetings of the Mayor and City Council.
7. Citizens appearing during the Citizen Input section of a city Council meeting shall not use of abusive language or otherwise behave in a manner reasonably calculated to be physically threatening toward anyone else in attendance. Citizens shall remain behind the podium placed for the Citizens use and shall not parade about or otherwise approach the Mayor and Council or other City Employees unless specifically invited to do so. Violation of this paragraph shall result in the termination of the citizens right to be heard and removal from the

For. April 2, 2024  
City Council Meeting

CITY OF COLUMBUS  
Citizen Input Application

INTRODUCTION

This form must be completed in its entirety and signed in order for you to be placed on the Citizen's Input Agenda of the City Council Meeting. Your signature constitutes your agreement with the terms and provisions of the Attached Terms and Conditions. The deadline to submit application is at 5 p.m. the Wednesday prior to the City Council Meeting you are requesting to appear.

Full Name of Person Wishing to Address City Council:

Dr. Stanley K. Ellis, Columbus Municipal School District

Home Address:

2630 McArthur Drive  
Columbus, MS 39703

Email Address:

woodard@columbuscityschools.org

Telephone Number:

662-241-7400

Subject Matter You Wish to Speak About:

Columbus Municipal School District Bond

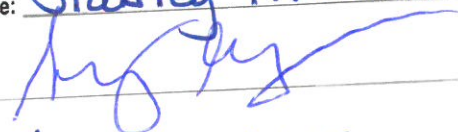
Attendees: Dr. Stanley K. Ellis, Superintendent  
Mrs. Holly Rogers, Chief Financial Officer  
Ms. Mary Pollitz, Public Relation.

If this is a complaint, please explain in detail. All efforts will be made to resolve the issue before the Council Meeting:

Please use the space below for additional information:

By signing below, I signify and promise I agree to all the terms and conditions on the attached sheet.  
I also understand that the completed application will be published as part of the agenda on the City's website.

Printed Name: Stanley K. Ellis

Signature: 

Date: March 19, 2024

NOTE: You will appear on the Citizen input section of the meeting. No Citizens shall present themselves for citizen input wearing dark sunglasses or head-wear unless prescribed by a medical Doctor. If sunglasses or head-wear are ordered by physician, a doctor's written order may be required. In the case of established religious principles requiring head-wear, exceptions will be permitted.



## TERMS AND CONDITIONS GOVERNING CITIZENS INPUT

The following terms and conditions shall govern Citizen's Input at all Official meetings of the Mayor and City Council of the City of Columbus. The City of Columbus may amend or revise these Terms and Conditions at any time. Until revised they shall be strictly enforced. Any person desiring to be heard at an official meeting of the Mayor and City Council shall first be required to fully and completely fill out a City of Columbus Citizen Input Application, which application may be obtained from the website of the City of Columbus or from the Administrative Assistant of the Mayor of the City. Unless the Application is completed fully and submitted within the deadline specified herein, the Mayor and City Council will not allow the Citizen Input at its Official Meetings. The terms and conditions required are as follows:

1. The fully completed and signed Citizen Input Application must be delivered to the office of the Administrative Assistant to the Mayor of the City of Columbus by 5:00 PM on the Wednesday before a regular City Council meeting. Failure to deliver the Citizen Input Application by the aforesaid deadline will result in a rejection of the Application for the forthcoming meeting and a delay of granting the Application until the next following regular meeting of the Mayor and City Council.
2. The Chief Operations Officer will then contact the Applicant to determine if any complaints about the City may be resolved in advance of the City Council meeting. The Applicant promises to cooperate to see if any complaints may be resolved before the regular Council meeting at which the Applicant seeks to speak.
3. Citizen Input shall be limited to five minutes per Applicant, per meeting. During this five minute period The Mayor and City Council will attempt to reserve comment or questions until the expiration of the five minute period.
4. The subject matter of the Citizen Input must be related to official City of Columbus governmental issues. Citizen Input sessions should not be used to advertise businesses or otherwise promote nongovernmental events.
5. Citizens shall be limited to three (3) Citizen Input sessions in any twelve (12) month period. If a citizen submits a timely Citizen Input Application and is placed on the Agenda for a regular Council meeting he/she will be charged with a Citizen Input session even if he or she fails to appear after being placed on the Agenda.
6. Except for public forums and public hearings specially set by the Mayor and City Council, Citizen Input will only be heard at regular meetings of the Mayor and City Council.
7. Citizens appearing during the Citizen Input section of a city Council meeting shall not use of abusive language or otherwise behave in a manner reasonably calculated to be physically threatening toward anyone else in attendance. Citizens shall remain behind the podium placed for the Citizens use and shall not parade about or otherwise approach the Mayor and Council or other City Employees unless specifically invited to do so. Violation of this paragraph shall result in the termination of the citizens right to be heard and removal from the

**\$250 OR LESS Derelict Properties for April 2, 2024 Mayor and City Council Meeting**

| <b>Case # and Violation</b>                                            | <b>Ward</b> | <b>Name and Address</b>                                         | <b>Notes</b> |
|------------------------------------------------------------------------|-------------|-----------------------------------------------------------------|--------------|
|                                                                        |             |                                                                 |              |
| <b>24-0072</b><br><br><i>Accumulation of<br/>Rubbish &amp; Garbage</i> | <b>5</b>    | <b>DISMUKE DEVELOPMENT</b><br>1319 9 <sup>th</sup> Avenue North |              |
| <b>24-0074</b><br><br><i>Accumulation of<br/>Rubbish &amp; Garbage</i> | <b>5</b>    | <b>CURTIS WEBBER</b><br>624 13 <sup>th</sup> Street North       |              |

# Derelict Property



*Code Enforcement Division*  
*April 2, 2024*



# Derelict Property



- **Case No. 24-0064**
- **Daniel Williams □r. / Mary A. Williams**
- **702 19<sup>th</sup> Street North**
- **Property Maintenance Code Violation**



# Derelict Property



- **Case No. 24-0065**
- **Mario Murray**
- ***917 17<sup>th</sup> Street North***
- **Property Maintenance Code Violation**



# Derelict Property



- **Case No. 24-0067**
- **Richard Fant / Wendylyn Fant**
- ***1103 Waterworks Road***
- **Accumulation of Rubbish & Garbage**



# Derelict Property



- **Case No. 24-0070**
- **Charlie Johnson / Tamaka Johnson**
- ***1801 Washington Avenue***
- **Property Maintenance Code Violation / Accumulation of Rubbish & Garbage / Abandoned Structure**

### Derelict Property Docket April 2, 2024

| Case # and Type                                                                                                                                                | Ward | Name and Address                                                                                                                  | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>24-0064</b><br><br><i>Property Maintenance<br/>Code Violation</i>                                                                                           | 5    | DANIEL WILLIAMS JR. / MARY A. WILLIAMS<br><br>Violation Address:<br><b>702 19<sup>th</sup> Street North</b><br>Columbus, MS 39701 |       |
| <b>24-0065</b><br><br><i>Property Maintenance<br/>Code Violation</i>                                                                                           | 5    | MARIO MURRAY<br><br>Violation Address:<br><b>917 17<sup>th</sup> Street North</b><br>Columbus, MS 39701                           |       |
| <b>24-0067</b><br><br><i>Accumulation of<br/>Rubbish &amp; Garbage</i>                                                                                         | 4    | RICHARD FANT / WENDYLYN FANT<br><br>Violation Address:<br><b>1103 Waterworks Road</b><br>Columbus, MS 39701                       |       |
| <b>24-0070</b><br><br><i>Property Maintenance<br/>Code Violation</i><br><br><i>Accumulation of<br/>Rubbish &amp; Garbage</i><br><br><i>Abandoned Structure</i> | 1    | CHARLIE JOHNSON / TAMAKA JOHNSON<br><br>Violation Address:<br><b>1801 Washington Avenue</b><br>Columbus, MS 39701                 |       |



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## **Category 1: 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 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 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 Columbus was formally incorporated on March 8, 1884 by a special charter granted by the State of Mississippi. The charter and subsequent amendments provided for a delineation of authority and executive powers to the offices of mayor and council. The jurisdictional boundaries of the city is clearly identified by Columbus Code of Ordinances Section 1. The city is divided into six municipal wards. The governing body is managed by a weak mayor/strong council with the mayor voting only in the event of a tie. The city has an administrative staff capable of performing functions required in the day to day operations of the city.

Columbus Fire and Rescue was formally established on April 4, 1840 with the purchase of its first fire apparatus. The department transitioned into a full time career department in 1901. Today, the department has an organizational structure approved by the governing body by the Columbus Code of Ordinances, authorization of staffing levels, and through budget funding allocations. Today, the department maintains stations, apparatus, and personnel necessary to provide community services and meet customer expectations. The department provides monthly and annual reports in addition to annual program appraisals to the governing body as a measure of program effectiveness.

**CC 1A.1 The agency is legally established.**

**Description**

Columbus Fire and Rescue (CFR) was established on April 4, 1840 with the adoption of general rules and duties set forth by the governing body. This authority was further defined by the 1884 City Charter §24-13 that outlined the enumeration of powers granted to the mayor and council to organize and maintain a fire department. This authority is reiterated by Mississippi Municipal Code Annotated 1972 §21-25-3 and Columbus Code of Ordinances §12, Articles I through IV.

**Appraisal**

The authority granted by state laws to organize and maintain the department has been clearly outlined by city charter and annotated code. Municipal codes have given the department the authority to enforce fire code regulations and other issues that fall within the department's purview. Both regulatory mandates and ordinances have adequately supported department operations.

**Plan**

The city and department will continue to remain consistent with state and local mandates. Any amendments to the above mandates will be formally adopted by the governing body.

**References**

City of Columbus Charter 1884 §24-13

Mississippi Municipal Code Annotated 1972 §21-25-3

Columbus Code Ordinances Section 1

Columbus Code of Ordinances §12 Articles I through IV

**CC 1A.2 The agency has a methodology in place for recognizing and reacting to changes in legal requirements of local, state/provincial and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).**

### **Description**

The city and department maintain processes to remain consistent with changes in federal, state, and local legal requirements. The human resource director is responsible for implementing changes in human resource administration. The Coumbus Employee Handbook provides guidance in human resource matters. The city attorney is responsible for changes in federal regulations and amendments to Mississippi code annotations and city ordinances. The department uses the 2021 edition of the International Code Council's fire prevention section to remain compliant with changes in building construction and inspection. The department is consistent with changes to applicable National Fire Protection Association standards.

### **Appraisal**

The city and department have implemented comprehensive processes to remain current with changes in federal, state, and local regulations. The department has access to the human resource director and city attorney when needed. The department has identified command staff personnel (i.e. chief of training and fire marshal) to recognize and implement changes relevant to legal mandates and local ordinances. These processes are adequate to meet city and department needs.

### **Plan**

The city and department will continue to use these methodologies to identify changes in federal, state, and local regulations. Any changes will be implemented in the appropriate documents.

### **References**

City of Columbus Employee Handbook (pages 6 through 12, 43, 84)

International Code Council Fire Prevention, 2021 Ed. (provided on-site)

National Fire Protection Association standards (provided on-site)



1A.3 The governing body of the agency periodically reviews and approves services and programs.

### **Description**

The department provides the mayor, chief operations officer, chief financial officer, and council with documentation relevant to funding community programs and services. The primary review of programs and services occurs during the budget process in which allocations are made to support programs and services. Columbus Ordinance §24-22 and §24-24 requires the department to submit annual and monthly reports. The department also provides annual program appraisals to the mayor, council, and chief operations officer.

### **Appraisal**

The department has provided the mayor, council, chief operations officer, and chief financial officer with documentation to support community programs and services. Annual and monthly reports consisted of quantified data such as the number of incidents, training hours, and fire damage, etc. Annual program appraisals have been effective in providing both quantified and qualitative data to include but not limited to a review of resources and infrastructure, program input and outputs, outcome based performance measures, and program conclusions. Combined, these processes have been comprehensive and adequately support department needs.

### **Plan**

The department will continue to provide the mayor, chief operations officer, and council with documentation required to make informed decision relevant to program funding allocations.

### **References**

Columbus Ordinance §24-22

Columbus Ordinance §24-24

Annual Program Appraisal

Fiscal Year 2024 Budget

1A.4 The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.

### **Description**

The city is organized to reflect a logical hierarchical progression of authority necessary to conduct matters of the city. The governing body is authorized by City of Columbus, MS Charter, 1884 §4 and §5. The governing body is based on a weak mayor and strong council system. The city's organizational chart is based on an informal and outdated document. Job descriptions and responsibilities for each department head are maintained by the human resource director. Special purpose boards such as the city planning commission, board of appeals, civil service board, etc. report to the mayor and council.

### **Appraisal**

The city has clearly defined the roles and responsibilities of the governing body excluding the position of mayor and council. The city has a chief operations officer; however, an undefined and outdated line of authority has resulted in department heads reporting to both positions. This situation has created or potentially created an inefficient management and communication process between the governing body and city departments.

### **Plan**

The department will recommend that the city adopt an organizational structure reflective of current positions, roles, responsibilities, and line of authority.

### **References**

City of Columbus, MS Charter, 1884 §4 and §5

Special Purpose Boards

1A.5 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

### **Description**

The department provides its organizational structure in CFR Policies and Operational Guidelines 102.01: Organizational Structure and 102.02: Job Descriptions, the community risk assessment and standards of cover (CRA-SOC), and strategic plan. These documents reflect a logical hierarchical progression of authority necessary to conduct matters of the department and delivery of community programs and services. The annual budget process reinforces the number of personnel required to manage each community program and service. The organizational structure is aligned with the department's mission.

### **Appraisal**

The department has provided the governing body with sufficient documentation necessary to support community programs and services. Policies 102.01 and 102.02 have been effective at providing the governing body with the roles and responsibilities of each position. The budget process has approved the organizational structure of the department with the approval of funding allocations.

### **Plan**

The department will continue to provide the governing body with documentation necessary to support programs and services in terms of personnel and resources. Any changes to the above documents will be amended and provided to the governing body.

### **References**

Policy 102.01: Organizational Structure

Policy 102.02: Job Descriptions

CRA-SOC, pages 25 – 27

Strategic Plan, pages 4 – 5

Fiscal Year 2024 Budget

1A.6 The governing body adheres to an approved conflict of interest policy that is applicable to the governing board members and staff.

**Description**

The city maintains policies to address conflict of interest for all employees, specifically Policy 2.50: Business Ethics and Conduct, Policy 2.55: Gifts and Gratuities, and Policy 2.60: Nepotism and Conflict of Interest. The department addresses conflict of interest in Policy 103.01: General Rules of Conduct and Policy 104.13: Discounts and Gratuities. Department policies are consistent with city expectations of conduct.

**Appraisal**

The city and department have clearly established employee conduct and expectations relevant to conflict of interests. City policies have been reviewed by the city attorney and adopted by the mayor and council. Employee conduct of department personnel is consistent with city policy. Processes are in-place to report any violations of these policies. These policies adequately support department needs.

**Plan**

The city and department will continue with its conflict of interest policies. The city and department will amend its policies to reflect any changes when required.

**References**

City Policy 2.50: Business Ethics and Conduct, page 20

City Policy 2.55: Gifts and Gratuities, page 20

City Policy 2.60: Nepotism and Conflict of Interest, page 21

CFR Policy 103.01: General Rules of Conduct

CFR Policy 104.13: Discounts and Gratuities

1A.7 A communication process is in place between the governing body and the administrative structure of the agency.

### **Description**

The governing body is informed of department functions through informal and formal processes. The mayor, chief operations officer, and department heads meet on a weekly basis. This informal process is used to report department issues, upcoming council agenda, and to address citizen concerns. This meeting has no set agenda and is conducted in a roundtable manner. City council meetings are held on the first and third Tuesday of each month. This formal meeting is used by the mayor and council to review monthly reports by department heads, to address concerns of department operations, and/or citizen inquiries. The fire chief is mandated to provide monthly reports to the mayor and council through Columbus Code of Ordinance §12-24.

### **Appraisal**

The above processes have provided an effective communication mechanism between the mayor, council, and the department. The informal meetings have been effective in addressing minor department matters, issues that affect multiple departments, and agenda items that need to be presented before the council. Twice monthly council meetings have provided an open and transparent forum for addressing council and citizen concerns.

### **Plan**

The city and department will continue with its current informal and formal communication processes. Any changes to these processes will be amended by the mayor and council.

### **References**

Mayor Department Head Meeting Notification  
City of Columbus Council Meeting Agenda  
Columbus Code of Ordinance §12-24

**Criterion 1B: Agency Administration**

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

**Summary:**

Columbus Fire and Rescue maintains an organizational structure to meet community needs and expectations. The organizational chart reflects a logical hierarchical progress of authority. The fire chief is responsible for the overall management of the department. The department's administrative staff consists of the fire chief, assistant fire chief, chief of training, fire marshal, fire and life safety educator, and administrative assistant.

Operational personnel include the battalion chief, company officers, engineers, and firefighters. Job descriptions list the duties and responsibilities of each position. The structure of the department is sufficient to provide programs and services that are consistent with the department's mission, vision, and value statements listed in the strategic plan.

**CC 1B.1 The administrative structure and allocation of financial, equipment and personnel resources reflect the agency's mission, goals, objectives, size and complexity.**

**Description**

The fire chief is responsible for the overall administration of the department as mandated by Columbus Code of Ordinances: Article III §12-21. CFR Policy 102.01: Organizational Chart outlines the department's administrative structure reflecting a logical hierarchical progression of authority necessary to conduct matters of the department. Administrative staff positions support the management and delivery of community programs. Annual program appraisals are used in the budget process to justify funding requests. The strategic plan establishes organizational goals and objectives based on critical issues and service gaps through measures identified in the strategic plan.

**Appraisal**

The department's administrative structure is appropriate and sufficient to effectively manage the delivery of programs and services. Annual program appraisals have provided a comprehensive assessment of required resources based on outcome based performance measures. The budget process has been adequate to identify resource allocations. These processes provide the governing body with the information needed to make informed decisions. Strategic goal and objectives are aligned with the department's mission.

**Plan**

The department will continue to use the above measures to justify the resources (personnel, equipment, and funding) required for program delivery. The department will continue to identify and implement other processes required to support and justify programs and services.

**References**

Columbus Code of Ordinance: Article III Section 12 - 21

Policy 102.01: Organizational Structure

CFR Annual Program Appraisal



1B.2 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**

The department's organizational chart is outlined in CFR Policy 102.01: Organizational Structure. The organizational structure reflects a logical hierarchical progression of authority necessary to conduct matters of the department. CFR Policy 102.02: Job Descriptions defines the roles and responsibilities of all ranks within the department. The fire chief reports to the mayor and chief operations officer. The fire chief works with other department heads when necessary.

### **Appraisal**

The organization chart has clearly identified the delineation of authority. Job descriptions have identified the roles and responsibilities of each rank within the department. Both policies have adequately met department needs.

### **Plan**

The department will continue to use both policies to provide a chain of authority and the roles and responsibilities for personnel. Changes in policy will be vetted by the human resource director prior to department implementation.

### **References**

Policy 102.01: Organizational Structure

Policy 102.02: Job Descriptions

## **Category 2: 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 are 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 City of Columbus was established through a special charter that provided a legal description of jurisdictional boundaries. The department provides services within these boundaries. The department provides automatic and requested mutual aid to the county's five volunteer fire departments, Columbus Air Force Base, and the Golden Triangle Regional Hazardous Materials team.

The department divided the city into 6 station response areas (SRAs) and 15 emergency service numbers (ESNs) for the purpose of risk assessment planning. SRAs serve as points for distribution first due responses. Each station has an assigned SRA except for Station 1 that has 2. ESNs serve as points for concentration responses of the effective response force. ESNs reflect the deployment model of matching unit capabilities with district hazards.

Risk assessments take into consideration area characteristics that include population densities, socio-economic and demographic factors, geographical and topographical features, climate, business and commercial occupancy hazards, water supply capacities with water flow requirements. The department uses Image Trend's Continuum® software as its primary analysis tool.

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

### **Description**

Columbus Code of Ordinance Section 1 defines the legal description of city boundaries. The boundaries were last amended in 2014 due to annexation and remains current. There are no municipalities adjacent to city boundaries; however, the city is surrounded by Lowndes County's five districts. Department response zones are documented in the Community Risk Assessment and Standards of Cover (CRA-SOC).

### **Appraisal**

The legal description and current edition of jurisdictional boundaries has been effectively outlined by Columbus Code of Ordinance. Amendments to the ordinance have been made in a timely manner. The department has provided input into annexations relevant to services provided. The above processes have met department needs.

### **Plan**

Changes to the legal boundaries will be amended in the city charter as required. The department will review agreements on an annual basis to ensure all documents are current.

### **References**

Columbus Code of Ordinance: § Jurisdictional Boundaries

CRA-SOC, page 7, 38 & 39

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**

Columbus Fire and Rescue (CFR) provides automatic and requested mutual aid through agreements with the Lowndes County volunteer fire departments, and the Columbus Air Force Base. The department is part of the Golden Triangle Hazardous Material team serving in an operations level role. All agreements are reviewed on an annual basis.

### **Appraisal**

The department has provided aid to outside agencies through legal agreements when requested. These agreements are geographically defined. The Lowndes County Volunteer Fire Coordinator has acted as a liaison between the department and district fire departments. The department has reviewed mutual aid agreements on an annual basis to ensure the agreement meets the needs of all parties. These compacts and agreements have effectively allowed the department to provide and receive assistance.

### **Plan**

The department will continue to provide automatic and requested mutual aid as defined in the compacts and agreements. The department will continue to review each agreement on a yearly basis or as written in the agreement.

### **References**

Lowndes County Volunteer Fire Department agreement

Columbus Air Force Base agreement

Golden Triangle Hazardous Materials Team agreement

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

**Description**

The department maintains a documented and adopted methodology for organizing response areas as outlined in the CRA-SOC. The department organizes its geographical planning zones using station response areas (SRAs) and emergency service numbers (ESNs). SRAs are based on station locations within the city. Each station has an assigned SRA except for Station 1 which has two. SRAs serve as the primary distribution points for first due units. ESNs are found within the SRAs and serve as concentration points for effective response forces (ERF). There is a total of 6 SRAs and 15 ESNs.

**Appraisal**

The use of SRAs and ESNs has been effective in the deployment of first due and ERF units. Station locations are, in part, based on recommendations from the MS Fire Rating Bureau. ERF units have been deployed based on critical tasking requirements and matching unit capabilities with district hazards. Annual appraisals ensure that the geographical planning zones continue to meet service demands.

**Plan**

The department will continue to use its current geographical zones for planning purposes.

**References**

CRA-SOC, pages 38 & 39

**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**

The department considers population density and other factors that have the potential to impact service delivery. The city is considered a rural population density as defined by the U.S. Census Bureau based on a population density of 961.5 people per square mile. The department sets response time objectives for each risk classification and risk category. Annual appraisals allow the department to measure the impact of population densities or other factors. Planning zone assessments are provided for in the CRA-SOC.

### **Appraisal**

The department has been successful at identifying population densities within the city. Many of the population densities are found in federal subsidized housing complexes or assisted living facilities. Initial analysis has indicated that these complexes have used department services at a disproportional rate. This statement is supported by the Incident Total by ESN chart (page 32) that shows an increase in services in ESN 107, 112, 97, 111, and 110. In addition to population densities, these increases may be attributed to the socio-economic conditions commonly found within these areas.

### **Plan**

The department will continue to use population densities when developing and establishing total response time standards. The department will continue to assess socio-economic and demographic characteristics in its community risk and planning zone assessments.

### **References**

CRA-SOC, page 35

Annual program appraisal



2A.5 Data that include 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 department uses Imagine Trend's Continuum® software as its primary analysis tool. Continuum allows the department to track specific data that includes property, life, injury/casualties, structure fire saves/losses etc. The department's annual program appraisals summarize the above data points taking into consideration input/resources, outputs, outcomes, and program conclusions. The department maintains data to meet the five year minimum period.

### **Appraisal**

The Continuum software has allowed the department to generate both standard and custom reports taking into consideration the above data queries. Annual program appraisals have used the data provided by Continuum to consolidate these queries by department programs using outcome base performance measures that provide a true reflection of program effectiveness. Continuum analysis and annual program appraisals have adequately supported department needs regarding incident documentation and incident analysis.

### **Plan**

The department will continue to use Continuum as its analytical tool. The department will continue to consolidate data into annual program appraisals to document department performance. The department will continue to provide annual program appraisals to the governing body.

### **References**

Continuum software (on site)

CRA-SOC, pages 31 - 33

Annual Program Appraisals

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, risks, and service provision capability demands.

### **Description**

The department documents area characteristics as part of the CRA-SOC. These characteristics are considered using the department's planning zone methodology. This methodology allows the department to review the above characteristics at its broadest planning level to its most defined zones. Most of these characteristics are documented at the ESN level in the risk assessment and planning zone sections of the CRA-SOC.

### **Appraisal**

The department has successfully used area characteristics to identify potential service gaps in each planning zone, specifically travel patterns, area land use, hazards/risks, and population. Traffic patterns have identified peak hours of the day when congested traffic may delay apparatus. The department adjusted Station 3's primary response district due to excessive travel times caused by the area's topography. The department has also documented areas where the arrival of ERF units results in long response times due to travel distances.

### **Plan**

The department will continue to assess the impact of area characteristics in planning zones. The department will continue its assessment of area characteristics using Continuum software.

### **References**

CRA-SOC, pages 8 - 20, 36 & 37, 40 - 49

Continuum software

2A.7 Significant socioeconomic 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 department identifies socio-economic and demographic characteristics that may influence the delivery of services in each planning zone. Socio-economic characteristics include household income, unemployment, major area employers, housing stock, and education. Population is considered part of the demographic profile. Both characteristics are documented in the CRA-SOC.

### **Appraisal**

The department has adequately identified socio-economic and demographic statistics. The analysis of these factors revealed that 35.6% of household incomes was equal to or less than \$20,000, the city's poverty rate was 26.2%, and 15.6% of households were medically uninsured. Additionally, 47% of the housing stock was older than 50 years. Trend analysis has indicated these issues have been primarily found in economically stressed areas of the city that include lower income and subsidized housing complexes. This statement is supported by the Incident Total by ESN chart (page 32) in the CRA-SOC that shows an increase in services provided in ESN 107, 112, 97, 111, and 110. Each of these ESNs have subsidized housing units and assisted living facilities within its district.

### **Plan**

The department will continue to assess socio-economic and demographic characteristics in its community risk and planning zone assessments. The department will use the advanced analytics of Continuum to define the impacts of socio-economic and demographic factors on department services.

### **References**

CRA-SOC, pages 10 - 16, 32, 35, Planning zone example pages 40 - 49

Continuum software

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 department is proactive in providing programs and services geared towards fire and life safety that includes injury prevention, code enforcement, fire investigation, and community risk reduction. Community risk reduction (CRR) programs include classes in cardio-pulmonary resuscitation/basic first aid, car safety seat installations, installation of smoke detectors, and other safety events (e.g. fire prevention month).

The fire marshal is involved in code enforcement during the construction phase in addition to conducting annual occupancy inspections. The department provides monthly and annual reports to the mayor and council. The department's annual program appraisals are based on input/resources, outputs, and outcome based performance measures.

### **Appraisal**

The department has adequately provided programs and services geared towards community risk reduction. The CRR division had approximately 3,200 public contacts. The department conducted 1,200 business, 33 daycare, and 12 assisted living inspections. Annual program appraisals have effectively provided a comprehensive review of program activities based on outcome based performance measures to determine its true impact on the community. Each division has also established goals and objectives aimed towards improving its fire and life safety programs.

### **Plan**

The department will continue to provide community risk reduction programs and services geared towards public safety. The department will continue to assess the need to provide other community based programs and services.

### **References**

Annual Program Appraisal

CFR Monthly and Annual reports to governing body

2A.9 The agency defines and identifies infrastructure that is considered critical within each planning zone.

### **Description**

Critical infrastructures are identified in Annex E of the Lowndes County Emergency Management Agency's (LCEMA) Hazard Mitigation Plan (HMP). The department identifies critical infrastructure and occupancy hazards as part of its planning zone assessment in the CRA-SOC. Within the city, critical infrastructures include but is not limited to fire, law enforcement, city buildings and resources, Baptist Memorial Hospital, water department and sewage treatment plants, grocery stores, telephone exchange, schools etc. The department's RAFTER assessment places a risk score for each occupancy.

### **Appraisal**

The HMP provided a comprehensive list of city infrastructures. The LCEMA has been designated as the lead agency in maintaining the plan. The department has updated the RAFTER assessment scores during the business inspection process. RAFTER scores listed by ESNs have been placed on an Excel spreadsheets and added to station computers for district hazard reviews and target hazard training.

### **Plan**

The department will continue to assist the Lowndes County Emergency Management Agency in the maintenance of the Hazard Mitigation Plan as needed. RAFTER scores will be updated once every three years during the business inspection cycle.

### **References**

Hazard Mitigation Plan, pages 73 - 78

CRA-SOC, page 37, Planning zone example pages 40 - 49

RAFTER Occupancy Hazard model

**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 consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics.

**Summary:**

Columbus Fire and Rescue adopted a methodology for risk classifications and risk categories. Risk classifications identified four program areas to include fire suppression, emergency medical services, technical rescue, and hazardous materials. Risk categories were determined using the three axis model that considered incident frequency, consequences to the community, and impact on department resources using a mathematical formula that were consistently applied to each risk classification. Risk categories included low, moderate, high, and maximum.

The department placed common incident types within each classification using National Fire Incident Reporting System (NFIRs) codes. A category was assigned to each incident type and served as the basis for critical tasking requirements. The department conducted a risk assessment for business and commercial occupancies using the RAFTER methodology as another level of risk assessment.

The department is consistent with National Fire Protection Association Standard 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments in terms of response time objectives and critical tasking requirements. The department used trend analysis and other metrics (outputs) that were used to measure program outcomes.

**CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing and classifying all risks (fire and non-fire) throughout the community or area of responsibility.**

**Description**

Columbus Fire and Rescue (CFR) maintains an adopted methodology to classify and categorize community risks. External and internal stakeholders list four hazard classifications as part of the strategic planning process. These classifications include fire, emergency medical services (EMS), hazardous materials, and technical rescue. These classifications form the core programs offered by the department.

Risk categorization is accomplished by using the three axis model described in Center for Public Safety Excellence's Community Risk Assessment: Standards of Cover. The three axis model uses probability of occurrence, consequences of the event, and impact on department resources to assign risk scores based on a mathematical formula. Risk categorization falls into four categories; low, moderate, high, and maximum.

The department uses the RAFTER methodology to assign a hazard rating to each business and commercial occupancy. The method focuses on eight components to provide a risk assessment rating of low, moderate, high, and maximum. These risk methods are documented in the CRA-SOC. The LCEMA's HMP documents natural and man-made disaster risks.

**Appraisal**

These processes have been effective in determining risk classification and categorization. Risk categorization has been coupled with the National Fire Incident Reporting System (NFIRs) enabling the department to group incident types according to risk. The three axis model has been effective at assigning risk categories through a consistent mathematical formula. Risk categories have been used to effectively determine critical tasking requirements. The RAFTER methodology has proven valuable in documenting occupancy hazards in each ESN. RAFTER results are placed on Excel spreadsheets which, in turn, are placed on station computers enabling personnel to view risks within their assigned district. RAFTER occupancy scores have been completed by engine companies every three years

during the business inspection cycle. The HMP has provided a comprehensive assessment of natural and man-made disasters and risks.

### **Plan**

The department will continue to use these methodologies to assign risks and hazards. The department will periodically review these methodologies not to exceed three years to determine if any adjustments are required.

### **References**

CPSE Community Risk Assessment: Standards of Cover, page 26 (on site)

CRA-SOC, pages 31 - 34, 36 & 37, Planning zone example 40 - 49, 82 - 90

RAFER Excel Spreadsheet

LCEMA Hazard Mitigation Plan, pages E5 - E47



2B.2 The historical emergency and nonemergency 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**

Image Trend's Continuum software is used as the department's main analysis tool. The software allows the department to use standardized and custom reports to provide numerous data queries. The department analyzes data on three levels; the department in its entirety, SRAs, and ESNs. Common trends include annual incident totals, incident types, incident call volume by SRAs and ESNs and incident type by risk categories. These trends allow the department to identify current incident demands in addition to forecasting future incidents. Incident trends are documented in the CRA-SOC

### **Appraisal**

Continuum's functionality has increased the department's ability to consistently analyze incident data. The software's custom reports are constructed to provide reports unique to the department. The department's monthly report has documented non-emergency and other incident types other than core programs. The ability to analyze incidents at the ESN level has been critical in identifying specific incident locations. The department has analyzed station reliability to determine if service demands have stressed the station's ability to respond to an emergency as a first due unit. It was noted that the department should include non-emergency incidents as part of its annual program appraisal process.

### **Plan**

The department will continue to analyze data using Continuum as its primary analysis tool. The department will implement non-emergency incidents in the annual program appraisal process.

### **References**

CRA-SOC, pages 32 - 33, Planning zone example 40 - 49

Continuum software

Annual Program Appraisal

2B.3 Event outputs and outcomes are assessed for three (initial accrediting agencies) to five (currently accredited agencies) immediately previous years.

### **Description**

The department maintains incident records in the Continuum software to meet the five year requirement period. The strategic planning process defines stakeholder expectations through surveys and in-person dialogs. The CRA-SOC documents outputs to include department resources (stations, apparatus, and personnel), response time performance tables based on the 90<sup>th</sup> fractal, and station reliability. The department publishes an annual program appraisal that allows the department to determine if inputs and outputs are meeting the outcome performance measures.

### **Appraisal**

The above processes have been successful in documenting department performance compared to stakeholder expectations. Stakeholder knowledge of department operations clearly provided a base for performance measures when identifying areas of concerns/expectations. The CRA-SOC verified that the infrastructures in place was capable of mitigating emergency events. The response time tables indicated that no gross deviations exist; however, it was noted that alarm handling and turnout times could be improved. Annual program appraisals have been successful in comparing outputs with outcome based performance measures. For example, it was noted that fire containment confined to room of origin improved to 61% and a property saved ratio improved to 88%.

### **Plan**

The department will continue with the processes in place to document service expectations using outcome based performance measures. The department will implement a process to improve turnout performance. Implementation will be completed in 2024.

### **References**

Strategic Plan, pages 11 - 15

CRA-SOC, pages 24, 92 - 104

Annual Program Appraisal pages 1 - 32

**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 department maintains an adopted methodology that identifies both risk classification and risk categorization. Risk classification includes fire suppression, EMS, hazardous materials, and technical rescue. Risk categorization is determined using the three axis model. Risk classification sub-groups are categorized using National Fire Incident Reporting system codes. The department includes an additional layer to risk analysis by using the RAFTER methodology to assign an individual risk hazard rating to each business and commercial occupancy. RAFTER hazard ratings are low, moderate, high, and maximum.

### **Appraisal**

The methodologies used for risk classifications and categories have adequately met department needs. The methodology used to categorize each classification and classification sub-groups has provided a consistent approach by using a mathematical formula that removes any subjectivity. The RAFTER assessment has effectively assigned an individual risk rating to each building and commercial occupancy. Each station has been provided with an Excel spreadsheet that documents RAFTER occupancy hazards to be used as part of their district planning.

### **Plan**

The department will continue to analyze planning zone data based on risk classifications and categories. The department will incorporate non-emergency trends in its analysis.

### **References**

CRA-SOC, pages 26 - 33, planning zone example 40 - 49

RAFTER assessment spreadsheets

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

### **Description**

The fire marshal is responsible for the fire prevention program and identifies fire protection and detection systems as part of the plan review process for new occupancies and its annual inspection of business and commercial properties. The fire marshal is responsible for ensuring suppression and detection systems are installed to meet code requirements. Section B105.2 of the International Fire Code allows a 75% reduction in fire flow requirements for installed systems.

### **Appraisal**

The fire prevention program adequately meets department needs. The city, and by extension the department, has adopted the 2021 editions of the International Code Council family of code standards. Business and commercial occupancy information and inspection records have been stored in Image Trend's Elite records management system for ease of access by personnel. The department has incorporated protected occupancy locations as part of its occupancy hazard awareness "know your district, know your hazards" district hazards training. The department has considered reducing its initial apparatus response deployment by keeping one engine on standby for business and commercial occupancy activated alarm incidents. This change has not been implemented to date.

### **Plan**

The department will continue to document occupancies with fire protection and detection systems as part of its database in Elite RMS. The department will reconsider the deployment of units for business and commercial occupancies that have protection and detection systems. Engine companies will continue with their occupancy recognition training.

### **References**

International Fire Code, Ed. 2021 (on site)

CFR occupancy training records

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

### **Description**

The Hazard Mitigation Plan lists city infrastructures. Critical infrastructures include but is not limited to fire, law enforcement, and city buildings, Columbus Light and Water, public works and sewage treatment plants, Baptist Memorial Hospital, grocery stores, telephone exchange, schools etc. The Continuity of Operations Plan lists critical infrastructures in the context of identifying options should those infrastructures become inoperable. The LCEMA is responsible for maintaining each plan.

### **Appraisal**

The Hazard Mitigation Plan and Continuity of Operations Plan have provided the department with a comprehensive list of critical infrastructures. Both written plans are reviewed on a periodic basis. The department noted that several issues existed. First, command staff and operations personnel have an informal knowledge of critical infrastructures. Second, command staff personnel are unfamiliar with the Continuity of Operations Plan. Third, a list of critical infrastructures should be included in the planning zone assessments in the CRA-SOC.

### **Plan**

The LCEMA will continue to maintain the Hazard Mitigation Plan and Continuity of Operations Plan. The department will schedule training with command staff and operations personnel identifying critical infrastructures by planning zones. The department will provide formal training to command staff personnel to acquaint them with the contents of both plans. Critical infrastructures will be included in the CRA-SOC planning zones.

### **References**

LCEMA Hazard Mitigation Plan

LCEMA Continuity of Operations Plan

CRA-SOC planning zones, example page 40 & 41

2B.7 The agency engages other disciplines or groups within its community to compare and contrast risk assessments in order to identify gaps or future threats and risks.

### **Description**

The department identifies its risks in the CRA-SOC. Collaboration between outside agencies mainly occurs during the Strength Weakness Opportunity and Threat (SWOT) analysis of the strategic plan, monthly Local Emergency Planning Committee (LEPC) meetings, and multi-agency participation in annual emergency exercises to assess the interoperability between response agencies. Past exercises include private sector agencies to include the Golden Triangle Regional Airport, Baptist Memorial Hospital and MS University for women.

### **Appraisal**

The department and LCEMA have processes to identify service gaps and potential threats. The LEPC meetings have been successful in risk management between all agencies. The SWOT analysis has identified service stressors, critical issues, and service gaps. The LCEMA has conducted “hot washes” after live exercises to identify interoperability issues that includes private sector agencies. It was noted that collaboration between agencies has been inconsistent.

### **Plan**

The department will continue with the above processes that will support effective collaborations between all agencies. The department will meet with agency department heads to develop and implement a process that will support an exchange of risk information to address critical issues and service gaps. These meetings will be conducted in 2024.

### **References**

LCEMA meetings

CFR Strategic Plan pages 10 - 15

**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 with 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 department considered risks, socio-economic and demographic factors, area characteristics, RAFTER assessments, and other influences on service demands into its deployment strategy. The department established outcome based objectives to monitor service quality utilizing the performance measures of NFPA 1710 standards, total response time components, station reliability and station resiliency. The use of these measures revealed that department stations, equipment, and personnel are evenly distributed to meet service demands taking into account risk classifications and risk categories.

**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 department uses adopted methodologies to determine jurisdictional risks and service stressors through a consistent deployment strategy. Community expectations identified core programs that included fire suppression, EMS, hazardous materials, and technical rescue in the strategic plan. Socio-economic and demographic factors identify characteristics that influence service deliveries. The three axis model is used to categorize risk classifications that form the basis for critical tasking requirements used in unit deployment. RAFTER assessments provide a risk hazard score to each business and commercial property. The department uses response time performance tables, station reliability, and annual program appraisals to verify the effectiveness of response coverage strategies. These assessments are documented in the CRA-SOC.

### **Appraisal**

The methods and strategies implemented have clearly identified risk classifications, risk categories, and area characteristics that have allowed the department to develop a sound and consistent approach to meet cover strategies. The department used response time performance tables, station reliability, and annual program appraisals to verify the effectiveness of the processes used in response coverage strategies. For example, response performance and station reliabilities have indicated that response time performance is consistent with national standards and peer recognized practices. Station reliability indicated that stations are properly distributed to meet service demands. Initial incident trends have indicated a potential correlation exists between an increase in services used by the city's low income, assisted living facilities, and subsidized housing projects. Outcome based performance measures used in the annual program appraisal supported the effectiveness of the processes that are in place.



**Plan**

The department will continue to use the methods in place to ensure a consistent approach to response coverage. The department will continue to use outcome based performance measures to make any needed adjustments to methods and strategies used.

**References**

CRA-SOC, page 31 - 33, 82 - 105

Strategic Plan, pages 11 - 15

Annual Program Appraisal

**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 the total response area.**

### **Description**

The department uses recognized practices to monitor the quality of services provided. These practices include risk classification and risk categorization, three axis model, area characteristics RAFAER assessments, response time performance, and station reliability as documented in the CRA-SOC. Continuum, the department's main analytical tool, is used to generate incident trends to predict potential influences on service demands. Annual program appraisals are used to bring together service inputs and outputs compared to outcome based objectives. Annual appraisals serve as the department's primary monitoring process and provide another layer of quality control.

### **Appraisal**

The department has established quality control measures to ensure performance objectives are being met. The three axis methodology has provided a consistent approach to identify critical tasking needs based on a mathematical formula. The Continuum software has provided both standard and custom reports to target specific data points. Response time performance tables adequately compare baseline performance to benchmark goals while station reliability is a measure of dependability. Annual appraisals have been the primary mover on monitoring performance by taking data outputs and comparing to program outcomes. This appraisal has allowed the department to identify service gaps or adjust benchmark objectives. It was noted that the department used a fire suppression "report card" as an effective tool to monitor structure fire performance. The report card graded nine components to provide an overall score working under the assumption that the higher the score would translate into effective and safe on-scene operations. The report card was suspended due to resistance from command staff personnel. The above processes have been successful in monitoring performance and providing a sound, methodical approach to quality improvement.

**Plan**

The department will continue with the processes in place. The department will continue to review and adjust processes to further improve the quality process. The department will review the fire suppression “report cards” process for re-implementation.

**References**

CRA-SOC, pages 31 - 33, planning zone example 40 - 49, 82 - 90, 92 - 105

Continuum software

Annual Program Appraisal

Fire Suppression report card

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

### **Description**

The fire marshal is responsible for the fire prevention program and identifies fire protection and detection systems as part of the plan review process for new occupancies and its annual inspection of business and commercial properties. The fire marshal is responsible for ensuring suppression and detection systems are installed to meet code requirements.

### **Appraisal**

The city, and by extension the department, has adopted the 2021 editions of the International Code Council family of code standards. Each business and commercial occupancy has been entered into Image Trend's Elite records management system. The chief of training has given company officers the latitude to review fire suppression and detection systems as part of the "know your district, know your hazards" district training. Section B105.2 of the International Fire Code allows a 75% reduction in fire flow requirements for installed systems. The department has considered modifying its deployment model to allow one engine to remain in a standby status for business and commercial occupancy activated alarm incidents with no indication of a working structure fire. This change has not been implemented.

### **Plan**

The department will continue to identify and document occupancies with fire protection and detection systems as part of its database in Elite RMS. Company officers will continue to be given the latitude for district hazard training. The chief of training will develop and implement a testing measure to determine the effectiveness of this training.

### **References**

International Code Council code standards

Elite records management system

Training Occupancy Hazards

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 department provides a methodology to identify risk classifications and risk categories. Risk classification is part of the strategic planning process. The department uses NFIRs code to group common classification incident types. The three axis model determines category risk levels and critical tasking requirements that is consistent with National Fire Protection Association (NFPA) 1710; Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The department uses Continuum and annual appraisals to document and validate first due and ERF response performance. These results are documented in the CRA-SOC and annual appraisals.

### **Appraisal**

The methodologies used by the department have been successful in clearly documenting performance in each risk classification and category. The three axis model has been exceptional in establishing consistent and reliable critical tasking requirements through a mathematical formula. Critical tasking requirements have been consistent with NFPA 1710 recommendations. The use of Continuum has effectively documented reliable response time performance while annual appraisals have been successfully used to validate first due and ERF performance.

### **Plan**

The department will continue with the processes in place to verify and validate performance.

### **References**

CRA-SOC, page 33, 82 - 90, 91 - 105

Annual Program Appraisal

NFPA 1710

**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 department uses National Fire Protection Association (NFPA) 1221; Standard for the Installation, Maintenance, and Use of Emergency Service Communication Systems and NFPA 1710 for recommended response time components. These standards identify the components of response time performance to include alarm handling, turnout time, travel time, and arrival of first due and ERF units.

### **Appraisal**

The department has not formally adopted NFPA 1221 and NFPA 1710 standards but has remained consistent with their recommendations in addition to peer recognized practices. Continuum analysis has consistently provided response time performance for each risk service and category. The response time tables have indicated that these standards have provided a consistent approach for response time performance. It was noted that alarm handling and turnout times could be improved as a measure of the continuous improvement model. Both standards have adequately met department needs.

### **Plan**

The department will continue to track response time performance with the processes in place. The department will collaborate with the Lowndes County Communication Center to identify practices to improve alarm handling performance. The department will implement a process to improve turnout performance in 2024.

### **References**

CRA-SOC, pages 93 - 104

Annual Program Appraisal

Continuum software

NFPA 1221

NFPA 1710

2C.6 The agency identifies outcomes for its programs and ties them to the community risk assessment during updates and adjustments of its programs, as needed.

### **Description**

The department uses its annual program appraisals to establish outcome based performance measures for each service and program. The department uses various methodologies to document program inputs and outputs. Outputs include incident trends, personnel certifications, training hours, response times, etc. Annual appraisals use inputs/outputs as a comparative measure to establish outcomes and objectives. Annual appraisals also allow the department to establish goals and objectives for the upcoming year.

### **Appraisal**

The department has been successful in listing inputs and outputs as a measure to program outcomes. The CRA-SOC has been effective in documenting program outputs. Response time performance measures both baseline and benchmark objectives to identify service gaps. Annual appraisals have been instrumental in determining whether outcomes have been met and allowed the department to adjust outcomes accordingly taking into consideration realistic and achievable objectives.

### **Plan**

The department will continue with its processes to evaluate programs based on outcome objectives. The department will review the fire suppression report card as an evaluative tool.

### **References**

CRA-SOC, pages 31 - 33, planning zone example 40 - 49, 92 - 105

Annual Program Appraisals

2C.7 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 department maintains four core emergency programs to include fire suppression, EMS, hazardous materials, and technical rescue. Program response tables include alarm handling, turnout, travel times for first due and effective response force (ERF), and total response time for first due and ERF units. These tables include baseline performance with identified benchmark objectives to determine service gaps or met objectives. Response time tables are documented in the CRA-SOC and annual program appraisals.

### **Appraisal**

Response time tables have effectively met department needs taking into consideration response time components of alarm handling, turnout, travel, and total response time. Each program with identified risk categories has response time tables that provide a gap analysis using baseline performance and benchmark objectives. Response time analysis has indicated that time performance for each program, except for low risk EMS, is consistent with national standards and peer recognized practices. The department has adjusted response time benchmarks if time objectives are met.

### **Plan**

The department will continue to monitor response times based on baseline performance and benchmark objectives. The department will begin implementing response time tables at the station level to add another layer of quality control.

### **References**

CRA-SOC, page 27 - 29, 93 - 104

Annual Program Appraisal



**CC 2C.8 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 department tracks data over a five year cycle to parallel accreditation efforts. The department analyzes multiple factors to identify baseline performance and areas for improvement. Factors include area socio-economic and demographic characteristics, incident trends, response time performance, station reliability, and annual program appraisals. These processes are also documented in the CRA-SOC.

### **Appraisal**

The department has adequately used multiple processes to accurately identify areas for improvement. Incident trends and area characteristics have provided a means to project future service demands. Response times have effectively determined if service gaps existed and, if not, to establish new benchmark objectives. Response times and station reliability has indicated that response times are consistent with national standards and stations are appropriately distributed to meet service demands. It was noted that improvements in alarm handling and turnout times exists.

### **Plan**

The department will continue to use the processes in place to document performance and identify areas for improvement. The department will work with the Lowndes County Communications Center to identify processes to improve alarm handling times. The department will implement processes to improve turnout performance.

### **References**

CRA-SOC, pages 11 - 19, 91 - 104

Annual Program Appraisal

2C.9 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

### **Description**

The department uses program metrics to determine if any factors place stressors on service delivery. These metrics include incident trends, response time performance, station reliability, and planning zone profiles. Risk categories establish critical tasking requirements that, in turn, determine resource deployment strategies to include first due and ERF units. LCEMA maintains a Continuity of Operations Plan designed to ensure emergency operations continue using available resources.

### **Appraisal**

The processes in place have been adequate to determine the department's resiliency to meet service demands. Incident trends have been analyzed to project future demands at the station response areas and ESN levels. Response time performance and station reliability has indicated that response time performance has been consistent with national standards and stations are properly distributed to meet service demands. The department has used the LCEMA Continuity of Operation Plan to ensure the department is still able to provide services based on the availability of current resources. It was noted that command staff personnel do not have a working knowledge of plan contents and its use of available resources to meet service demands.

### **Plan**

The department will continue to use current assessments to determine the department's resiliency and ability to meet service demands in all planning zones. The department will implement training opportunities for the command staff to understand plan content, city assets, and actions to be taken during extreme weather or man-made events.

### **References**

CRA-SOC, pages 31 - 34, 91 - 105

LC Continuity of Operations Plan

**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 external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

**Summary:**

The department used the processes in Criterion 2C to determine if service gaps exist using the various metrics considered. It is important to understand how external influences such as altering conditions, inadequacies and inconsistencies, negative trends, and new or evolving risks impact service delivery and create the potential gaps in services delivered. The department understands that service gaps represent an opportunity for improvement. Annual program appraisals are effective by comparing input and outputs to outcome objectives to determine true program effectiveness. The use of annual program appraisals serve two purposes; providing the governing authority an overview of department and program effectiveness and to be used as an aid to support funding allocation requests during budget hearing.

**CC 2D.1 The agency has a documented and adopted methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement for the total response area.**

**Description**

The department maintains an adopted methodology for assessing service performance that considers factors that influence performance. The CRA-SOC documents many of the performance measures such as response time measures consistent with NFPA 1221 and NFPA 1710 standards, station reliability, incident trend analysis to projective future service demands, and the department's ability to overcome service gaps and demands. Annual program appraisals are used as the primary tool for documenting inputs and outputs as a comparative measure to program outcomes.

**Appraisal**

The CRA-SOC has effectively provided various metrics to be used as base comparisons. Response times identified service gaps or enabled the department to set new benchmark objectives. Response times are consistent with national practices and station reliability has indicated that station distribution was adequate to meet service demands. Annual program appraisals have successfully taken inputs and outputs to determine whether program outcomes were met. For example, improvements in the fire suppression program were noted in confining the fire to room of origin and property saved/loss ratio. The EMS program noted successful outcomes for two opioid overdoses. Conversely, it was noted that there are opportunities to improve alarm handling and turnout performance.

**Plan**

The department will continue with the methodologies in place to document performance and identify areas for improvement. The department will work towards improving alarm handling and turnout performance times.

**References**

CRA-SOC, pages 31 – 33, 92 - 105

Annual Program Appraisal

NFPA 1221 and NFPA 1710



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 and prioritizes remedial actions.

### **Description**

The department provides monthly and annual reports to the governing body that are reviewed by the fire chief. These reports provide basic components to include incident totals by type, property saved and lost, training hours achieved, fire prevention, public education events, etc.

### **Appraisal**

The department's reliance on monthly reports to the governing body is limited due to reporting components that do not provide response times, current incident trends, or other factors to meet performance outcomes. Currently, the department does not meet this performance indicator.

### **Plan**

The department will develop and implement an internal process for quarterly reports detailing service delivery, outcomes, and remedial actions if necessary.

### **References**

Monthly Reports to Mayor and Council  
Annual Reports to Mayor and Council

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

### **Description**

The department uses a methodology to evaluate service demands based on external influences that have the potential to negatively impact department services and programs. The CRA-SOC identifies incident trends, response time performance, and station reliability as basic performance measures. The strategic plan uses a Strength Weakness Opportunity and Threat (SWOT) analysis and environmental scans to identify conditions and evolving risks that may stress services provided.

### **Appraisal**

The CRA-SOC has adequately documented basic outputs. Response time performance and station reliability has indicated that response times are consistent with national standards and recognized practices and station distribution has met service demands. The SWOT analysis was successful in using external stakeholders to identify new opportunities or threats to department operations. The environmental scan identified external factors that included changes in the department's command structure, new mayor and council members, future budget allocations, gaps in department resources, etc. Annual program appraisals have been effective in the context of allowing the department to make future decisions based on the previous year's performance considering changing external influences.

### **Plan**

The department will continue with the processes in place to adequately evaluate external influences that have the potential to change or alter department services or operations.

### **References**

CRA-SOC, pages 31 - 33, planning zone example 40 - 49, 92 - 105

Strategic Plan, pages 17 - 19

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

### **Description**

The department uses annual program appraisals as its main methodology in documenting the efficiency and effectiveness of each program and service provided. Annual appraisals consider inputs and outputs to be used as base measures that is compared to outcome based performance measures. Annual program appraisals serve two purposes; to provide the department and governing body with an analysis of service and program effectiveness from the previous year and to serve as a job aid in supporting budget allocation requests for the upcoming fiscal year.

### **Appraisal**

Annual program appraisals have been highly successful in determining the efficiency and effectiveness of services and programs through a comprehensive, consistent, and logical progression comparing inputs / outputs to outcome based performance measures. Each program appraisal ends with a conclusion discussing service gaps, goals reached, or deficiencies in other areas. For example, it was documented that the department needed to replace its thermal imagers to reflect current performance standards. Annual appraisals also noted that the technical rescue disciplines of dive/rescue and swift water rescue could not be maintained with current budget allocations. The value of having annual program appraisals as job aids in the budget process has been valuable in providing the governing body with empirical evidence to support allocation requests and, if not, the consequences of inadequate funding.

### **Plan**

The department will continue to document program efficiency and effectiveness through its annual program reports. The department will continue to seek other performance measures to support the process.

### **References**

Annual Program Appraisal





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 department uses annual program appraisals to document the effectiveness of its fire prevention, fire investigation, and community risk reduction programs. Annual appraisals document inputs, outputs, outcomes, and conclusions. Each program also lists goals and objectives for the upcoming year.

### **Appraisal**

The annual program appraisal has been successful in determining program effectiveness based on comparisons between outputs to outcomes. The appraisal also listed program goals and objectives for the upcoming year. The annual department report to the mayor and council has adequately provided a snapshot of output accomplishments. It should be noted that the fire prevention program has conducted occupancy inspections on an annual basis. Additionally, the community risk reduction program has been proactive in providing community CPR training, car safety seat installations, smoke detector installations, and numerous other events. Each program is geared towards eliminating fire and life safety risks. It was noted that an analysis of incident trends be used to determine the overall impact of community risk reduction on fire prevention efforts.

### **Plan**

The department will continue to use the above processes to determine program effectiveness. The department will incorporate incident trend analysis as a base measure to determine program effectiveness.

### **References**

Annual Program Appraisal

Annual Reports to Mayor and Council

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

**Description**

The department establishes processes to identify performance gaps in service delivery to include incident trends, response time performance, and other outputs are included in the CRA-SOC and annual appraisals. The strategic plan establishes program performance as a dedicated goal. The CRA-SOC and annual program appraisals list both baseline performance and benchmark objectives to determine whether service gaps exist.

**Appraisal**

The CRA-SOC has adequately documented response time performances. This methodology has been used in a comparative manner to indicate past performance trends. Other than low risk EMS, response time performance has been consistent with national standards and peer recognized practices. In the review of annual program appraisal, the governing body has accepted response time performances. Annual appraisals have allowed the department to identify service gaps or opportunities to adjust benchmark objectives. The department has established new benchmarks based on the objectives being considered realistic and achievable. The strategic plan is reviewed annually to review goals that have been met. It was noted that a review of response time performance should be conducted on a quarterly basis to better assess time performance.

**Plan**

The department will continue with the methodologies in place to review response time performance. The department will develop and implement a process to review response times on a quarterly basis.

**References**

CRA-SOC, pages 91 through 105

Annual Program Appraisal

Strategic Plan

**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 department maintains several methods to recognize current performance but also implements a process that supports the continuous improvement model supported by the Commission of Fire Accreditation International (CFAI). These methods include the CRA-SOC, annual program appraisals, and annual compliance reports.

### **Appraisal**

The CRA-SOC has adequately supported department efforts by identifying trends. Other than low risk EMS, response times have remained consistent with national standards and recognized practices. Response time performance has been predominately featured in annual program appraisals and clearly documented service gaps. New benchmark objectives are established with the intent of being realistic and achievable. Annual compliance reports have allowed another layer of assessment based on unbiased feedback. Continuum software has provided a “dashboard” capability for daily reviews but has not been implemented to date. It was noted that alarm handling and turnout improvements exist.

### **Plan**

The department will continue to use its current methods to identify areas for improvements. The department will continue to work with the Lowndes County Communications Center to identify processes or procedures to improve alarm handling times. The department will review processes to improve turnout performance. The department will implement the dashboard feature to provide daily reviews for command staff personnel.

### **References**

CRA-SOC

Annual Program Appraisal

Annual Compliance report

2D.8 The agency seeks approval of its standards of cover by the authority having jurisdiction (AHJ).

### **Description**

The department provides the CRA-SOC to the mayor and council for approval. Formal approval occurs during a scheduled mayor/council meeting. The fire chief is available to answer any questions regarding the document. Once approved, the CRA-SOC is added to the department's website as an act of transparency for the public.

### **Appraisal**

The review and approval of the CRA-SOC by the mayor and council has adequately met department needs. It is noted that the department has provided the mayor and chief operations officer with annual program appraisals as an extension to the CRA-SOC. This process has allowed a comparison between past and current performance.

### **Plan**

The department will continue with the current process to provide the mayor and council with the CRA-SOC for approval. The mayor and council will formally approval the CRA-SOC during the February 20, 2024 meeting.

### **References**

February 24, 2024 council meeting agenda

**CC 2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover.**

### **Description**

The department maintains a formal process to provide the governing body with an annual assessment of current services and programs with the intent of documenting gaps in service deliveries. The CRA-SOC provides the initial assessment of department capabilities and performance. The department provides annual program appraisals that act as an extension of the CRA-SOC. The annual program appraisal lists service and program inputs, outputs, and outcome based performance measures. This assessment identifies any gaps in service delivery in addition to goals and objectives for the upcoming year.

### **Appraisal**

The CRA-SOC has adequately met department needs by identifying services and programs that are offered. This initial assessment has provided base performance measures to be used as a comparison between future annual appraisals. The annual program appraisals have been extremely effective by providing a comprehensive review of department operations to determine if service gaps exist or adjust response time benchmarks. Annual appraisals have also noted that the technical rescue disciplines of dive and swift water rescue were suspended due to inadequate budget allocations.

### **Plan**

The department will continue with its current process of providing the governing body with an assessment of performance and areas where improvements exist.

### **References**

CRA-SOC

Annual Program Appraisal

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 department solicits feedback from external stakeholders that include the governing body. This feedback is part of the strategic planning process and includes stakeholder awareness of services and programs offered, a prioritization of services, stakeholder expectations, and areas of concern / improvement. This feedback identifies if any critical issues or service gaps exist.

**Appraisal**

As part of the strategic planning process, this interaction only occurs once every five years. The department has not met the intent of this performance indicator.

**Plan**

The department will implement a process where external stakeholder feedback occurs at least once every three years.

**References**

CRA-SOC

### **Category 3: Goals and Objectives**

Agencies should establish general organizational goals designed to implement their assigned missions 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 within 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**

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

**Summary:**

Columbus Fire and Rescue has created organizational goals and objectives based upon community and internal stakeholder inputs and feedback. The department identified 7 goals and 22 objectives as part of its strategic plan. These goals include both short and long term planning efforts as provided by the department's operational and capital improvement budget. The goals and objectives in the strategic plan supports department programs and goals. The strategic plan is used during the budget process to provide justification for the department budget requests.

**CC 3A.1 The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.**

**Description**

Columbus Fire and Rescue maintains a current strategic plan. The fire chief presented the strategic plan to the mayor and chief operations officer. The strategic plan contains 7 goals with 22 corresponding objectives. The strategic plan will be presented to the council for adoption at the April 2, 2024 meeting. The strategic plan will be uploaded to the department's web link once adopted.

**Appraisal**

The process for providing the strategic plan to the mayor and chief operations officer and subsequently the council for plan adoption has met department needs. The department presented the plan with adequate time for the governing body to read and ask questions prior to the council meeting.

**Plan**

The department will continue with the process in place to present the strategic plan to the governing body. The plan will be presented to the council on April 2, 2024.

**References**

CFR strategic Plan

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the strategic plan is consistent with the community master plan.

### **Description**

The department provides the strategic plan to the mayor and chief operations officer. The mayor and chief operations officer reviews the plan to ensure it is aligned with city's community master plan. The adoption of the plan by the council validates the plan is consistent with the community master plan.

### **Appraisal**

The process in place meets department needs. The mayor and chief operations officer's review of the document provides an opportunity to ask questions and verify that the plan is consistent with the community master plan.

### **Plan**

The department will submit the plan to the Mayor and Council on April 2, 2024 for adoption.

### **References**

CRF Strategic Plan

Community master plan

**Criterion 3B: Goals and Objectives**

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

**Summary:**

The department has created organizational goals to support programs and services. Each goal with corresponding objectives were developed using the S.M.A.R.T. process. The process is based on goals being specific, measurable, achievable, realistic, and timely. This process allowed the department to develop both short and long term planning goals that provided funding allocations for its operational and capital improvement budget. Based on community and internal stakeholder feedback, the strategic plan's goals and objectives were consistent with the department's mission and community expectations.

**CC 3B.1 The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency's mission, vision and values and are stated in the strategic plan.**

### **Description**

The department's strategic plan contains 7 goals and 22 objectives based on critical issues, service gaps, and strategic initiatives. Each goal and objective follows the S.M.A.R.T. process of being specific, measurable, achievable, realistic, and timely. Each goal provides for a goal manager with a completion benchmark. The strategic plan is flexible in nature that allows changes to the goals, objectives, and benchmark completion dates.

### **Appraisal**

The department has used the S.M.A.R.T. process in the development of the goals and objectives in the strategic plan. The strategic plan is aligned with the department's mission, vision, and core values. The assignment of a goal manager has provided an accountability measure. It was noted that the department needs a quarterly update to the command staff for status updates from the goal managers.

### **Plan**

The department will continue to with the processes for publishing organizational goals and objectives. The department will implement a process for goal managers to provide a status update on the quarterly update of goal and objective status.

### **References**

CFR Strategic Plan

CFR Capital Improvement Plan

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

**Description**

The department conducts an environmental scan as part of its strategic plan to identify factors that has the potential to impact programs and service deliveries. The environmental scan is linked to other department documents that includes its community risk assessment and standards of cover (CRA-SOC), budget process, and the capital improvement plan.

**Appraisal**

The process of conducting an environmental scan in the development of a strategic plan has met department needs. The environmental scan has allowed the department to address critical issues, service gaps, and strategic initiatives through the goals and objectives in the strategic plan.

**Plan**

The department will continue to environmental scans in the development of the strategic planning process.

**References**

Strategic plan, pages 16 - 17

CRA-SOC, page 93 - 105

FY 2024 budget

**CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.**

**Description**

The department solicits feedback from community and department stakeholders in the development of its strategic plan. The community stakeholder group was represented by 16 citizens covering a broad range of backgrounds to include government bodies, business, emergency agencies, industrial, and emergency medical services. The community stakeholder participated in a work session to provide feedback. Department personnel provided feedback using a survey. The strategic planning committee used both stakeholder groups to identify critical issues, service gaps, and strategic initiatives. This information provides the base that goals and objectives were developed.

**Appraisal**

The use of community and internal stakeholder groups adequately met department needs in the development of the strategic plan's goals and objectives. The internal stakeholder group was aptly represented by each rank that included 7 command staff members, 9 company officers, 8 drivers, and 8 firefighters. There were numerous feedback that were similar in nature that allowed the department to develop 7 common goal groups.

**Plan**

The department will continue to use the processes in place to provide a broad and diverse group of community stakeholders and internal support that includes the strategic planning committee.

**References**

CFR Strategic Plan

Community stakeholder roster

Department stakeholder roster

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.

### **Description**

The department uses internal input to develop goals and objectives of the strategic plan. The strategic plan consists of 7 goals and 22 objectives which were assigned to command staff and line personnel as a measure of accountability. The strategic plan is placed on the department's web link for citizen and personnel to view and provide a degree of transparency.

### **Appraisal**

The input provided by the internal stakeholder group has met department needs. The planning committee presented a broad and diverse group of line personnel. It was noted that the review of goals and objectives were inadequate. It was also noted that the status of goals and objectives be part of the annual program appraisal process.

### **Plan**

The department will continue with the process of using input from personnel to develop goals and objectives. The department will implement a process of reviewing strategic goals and objectives on a quarterly basis for updates and changes in status. The department will also implement a process of placing the status as part of the annual program appraisal process. The goals and objectives will be included after the Occupational Health and Wellness section. Both implementations will occur no later than December 31, 2024.

### **References**

Strategic plan, pages 18 – 23  
Annual appraisals



3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

### **Description**

The department provides the governing body with the CRA-SOC and strategic plan for review and adoption. The department uses three documents in the development of a budget. The department's CRA-SOC identifies current and benchmark objectives in service delivery. The strategic plan identifies short and long term goals. Funding requests based on these objectives is found in the operational and capital improvement budget plan. The annual program appraisals provides an effective means to track outputs and outcomes. The fire chief uses these three documents to justify the department's budget requests.

### **Appraisal**

The department has used these three documents to justify budget requests. The CRA-SOC has effectively documented critical tasking and response time baseline and benchmark performance measures. The strategic plan has been used to support the department's operational and capital improvement plans as identified in the FY 2024 budget. The strategic plan resulted in 7 goals and 22 objectives to address critical issues, service gaps and strategic initiatives. Annual appraisals has allowed the governing body to see the effectiveness of the programs and services provided through the accomplishment of program outcomes. These processes have met department needs. It was noted that the accomplishment of goals and objectives become part of the annual program appraisal process.

### **Plan**

The department will continue to provide the governing body with the three documents to establish annual budgets. The department will implement the accomplishments of goals and objectives into the annual program appraisal process. This implementation will occur no later than December 31, 2024.

### **References**

Strategic plan

CRA-SOC, pages 82 – 105, Annual appraisals

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

### **Description**

The department maintains a mission, vision, and core value statements based on input provided by personnel. The internal stakeholder survey provided the input needed to assess these statements. The planning committee confirmed these statements to be relevant and appropriate.

### **Appraisal**

The survey process used to develop organizational values met department needs. The planning committee reviewed each survey and was able to confirm that each statement was relevant to department operations. The statements are aligned with community expectations. It was noted that direct interactions between line personnel and command staff occurred and does not adhere to the department's core values.

### **Plan**

The department will continue with the processes in place to garner input from the internal stakeholder group. The department will implement training to address this issue to include a review of the core culture values, determine actions that are inconsistent with core values, and outline a plan to remain compliant with core value statements.

### **References**

Strategic plan, pages 11 - 13

Internal stakeholder completed form

### **Criterion 3C: Implementation of Goals and Objectives**

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

#### **Summary:**

The department assigns a manager to each goal as a measure of accountability. Goal managers have been given the responsibility of tracking goal progression. The department has used past managers and subject matter experts to maximize the completion of goals in a timely manner based on their experience and knowledge. Goal managers are given the latitude to form committees and use resources to accomplish goal completion. The goal manager provides annual goal updates to the fire chief and command staff during annual program reviews.

**CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.**

### **Description**

The department maintains a strategic plan that includes 7 organizational goals with 22 corresponding objectives. The department uses command staff and subject matter experts as goal managers for accountability purposes. Goal managers are given latitude to organize committees and use department resources to complete their assigned goal. The status of each goal is provided to the fire chief on an annual basis as part of the program appraisal process.

### **Appraisal**

The process used to assign goals and objectives has met department needs. The department has used previous goal managers to assign current goals. These managers have the experience and knowledge to properly manage their assignments. The department formally used annual reporting to provide updates to the fire chief. Informally, managers provided goal updates to the fire chief during the year. It was noted that the annual reporting process was too long to effectively support the budgeting process.

### **Plan**

The department will continue with its process to assign goals and objectives to command staff and subject matter experts. The department will implement a quarterly review process to identify goal and objective updates as a means to maintain accountability. Quarterly reviews will begin with the April through June reporting period.

### **References**

Strategic plan, page 18 - 35

**CC 3C.2 The agency's personnel receive information explaining its goals and objectives.**

**Description**

The department uses several processes to keep personnel informed regarding the goals and objectives of the strategic plan. The department will post the plan on its web site once the plan is adopted by the governing body. The battalion chiefs provide information to line personnel through company officer meetings. The department holds annual “state of the department address” that provides an overview of department operations from the previous year.

**Appraisal**

The above processes have provided updates to personnel regarding the status of goals and objectives. The primary medium for personnel to review the strategic plan is on the department’s web page. The state of the department address has ensured all personnel are aware of the goal and objective updates. It was noted that the department has missed opportunities to reach all personnel or remain current on status updates.

**Plan**

The department will continue to use the processes above to keep personnel aware of the progress made on its strategic plan. The department will implement training classes that focuses on the strategic plan and its goals and objectives. This class will provide an avenue for personnel to discuss the progress that has been made and become aware of the status of goals and objectives. The initial training classes will be conducted no later than June 30, 2024. Additional training will be assessed by the chief of training.

**References**

CFR Strategic Plan

Annual Meeting Agenda

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

### **Description**

The department maintains external relationships with agencies as part of the strategic planning process. These relationships enable the department to accomplish its goals through direct or indirect support. The department also uses vendors outside of the region to include North Greenville Fitness and Cardiac Rehabilitation, Image Trend's Continuum® records management system, and JMCM Consulting.

### **Appraisal**

The department has effectively used external relationships to complete goals and objectives identified in the strategic plan. The Continuum software has provided data to establish benchmark objectives. The relationship with JMCM Consulting has been extremely effective. To date, the department has received six Assistance to Firefighter Grants through JMCM Consulting that includes three apparatus', exercise equipment, thermal imagers, and mobile and handheld radios.

### **Plan**

The department will continue to use external relationships to achieve organizational goals and objectives. The department will continue to identify external relationships to accomplish its goals and objectives.

### **References**

Strategic Plan, page 9

JMCM grants

North Greenville Agreement

**Criterion 3D: Measurement of Organizational Progress**

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

**Summary:**

The department has implemented processes to evaluate strategic plan goals and objectives. Organizational goals and objectives are linked to other reporting processes to include the CRA-SOC, annual program appraisals, and annual compliance reports. Each of these documents maintain steps to determine the effectiveness of department programs. Goal managers maintain the latitude to form committees, use department resources, or modify or implement new objectives to achieve organizational goals when necessary. Annual appraisals have effectively documented program and service performance by meeting program outcomes. Annual compliance reports have documented the completion of peer assessor recommendations and compliance with core competencies.

**CC 3D.1 The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.**

**Description**

The department reviews its goals and objectives on an annual basis. The department assigns a command staff member or subject matter expert as a goal manager. Goal managers are given the latitude to form committees, use department resources, or modify or implement new objectives to achieve organizational goals when necessary. The goal managers have provided goal updates to the fire chief on an annual basis. The department sets response time benchmarks in the CRA-SOC. Annual program appraisals are used to support the accomplishment of goals.

**Appraisal**

The use of the above processes has met department needs. The use of goal managers has created a measure of accountability. The department has used past goal managers to maximize the completion of goals based on their experience. This experience has allowed goal managers to modify or add objectives when required. It was noted that annual reviews did not align with the budget process.

**Plan**

The department will continue to use the processes above to review the status of organizational goals. The department will implement quarterly reports in lieu of annual reports. The quarterly reports will begin with the April through June period.

**References**

Strategic plan, pages 18 - 23

CRA-SOC, pages 83 – 105

Annual program appraisals



**CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.**

**Description**

The department establishes processes to determine the effectiveness of programs and community services. The CRA-SOC establishes critical tasking and benchmark response time performance. The annual program appraisals identifies inputs/outputs compared to its outcome based objectives. Annual compliance reports is used to document the completion of peer assessor recommendations and meeting core competencies.

**Appraisal**

The department has implemented processes that are used to determine program and service delivery effectiveness. The CRA-SOC has effectively documented critical tasking requirements while meeting response time goals. The annual program appraisals have effectively documented program and service performance by meeting outcome based performance objectives. Annual compliance reports have been sufficient in completing peer recommendations in addition to meeting core competencies. Each of these processes have adequately met department needs.

**Plan**

The department will continue with the processes identified to determine program and service delivery effectiveness. Any areas for improvement will be reviewed for inclusion in strategic plan goals and objectives.

**References**

Strategic plan, pages 18 - 23

CRA-SOC, pages 83 – 105

Annual program appraisals

Annual Compliance Report

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

### **Description**

The department provides the governing body with documents that outlines base and benchmark measures, status of goals and objectives, and program outputs and outcomes. These documents include the CRA-SOC, strategic plan, annual program appraisals, and annual compliance reports. Annual appraisals identify the effectiveness of program and service deliveries based on outcome based performance measures. Annual compliance reports provide updates on the completion of peer assessor recommendations and compliance of core competencies. The department places these documents on the city's website to provide transparency to the citizens and department personnel.

### **Appraisal**

These documents have adequately provided the governing body with status updates on department goals and objectives. These goals and objectives are intrinsically linked with other documents to include the CRA-SOC, annual program appraisals, and the annual compliance report. These processes have met department needs.

### **Plan**

The department will continue to provide the governing body with annual reports detailing program effectiveness through the accomplishment of organizational goals and program outcomes.

### **References**

Strategic plan, page 18 – 23

CRA-SOC, pages 83 – 105

Annual program appraisals

Annual compliance reports

## **Category 4: 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. 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. 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 should 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 from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

#### **Criterion 4A: Financial Planning**

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains level of service and personnel resources.

##### **Summary:**

The chief financial officer is responsible for the planning, preparation, and administrative oversight of city finances. The City of Columbus follows state statutes and guidelines regarding financial management. Columbus Fire and Rescue is provided with appropriate direction in the planning of its annual budget that includes both external and internal processes. Externally, the city establishes a budget process that includes preliminary budget projections, department budget hearings, and final approval of the department's budget. Long term financial planning is coordinated with the chief operations officer, chief financial officer, and mayor.

The department has an internal process that is aligned with the city's budget calendar. This process allows input from department personnel, technical rescue team coordinators, and program managers. This input provides the basis for short term planning through its annual operation's budget. Long term planning is reflected in its strategic planning process and department's ten year capital improvement plan. Based upon these two planning documents, the fire chief and command staff prioritizes funding needs that best allows the department to meet its mission and service delivery objectives. Financial support for programs and services is consistent with the goals and objectives identified in the department's strategic plan.

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

### **Description**

MS Code Annotated §21-35-3: Fiscal Year mandates that municipal budgets will begin on October first and end on September thirtieth. The governing body provides the department with appropriate direction in budget preparation through a series of pre-budget and working budget meetings. The chief financial officer provides preliminary budget estimates to be used in budget preparation. The MS State Auditors Municipal Audit and Accounting Guide identifies the steps to be followed in the budget process as well as specific benchmarks required by the budget calendar. The city uses these steps in budget preparation that typically begins in May and culminates in September with the adoption of the fiscal year budget. Specific planning benchmarks exist that includes preliminary and department head meetings, public hearings, and final adoption. The mayor and chief operations officer actively participates in these meetings.

### **Appraisal**

The procedures in place have provided adequate guidance during the budget process. The department has been effective in anticipating the budget process by identifying budget needs in its annual program appraisals and command staff input on projected program needs. Department budget hearings have effectively provided an opportunity for the fire chief to communicate program needs based on supporting short and long term strategic planning goals.

### **Plan**

The department will continue to participate in the administrative processes used during the budget process.

### **References**

MS Code §21-35-3

MS State Auditors Municipal Audit and Accounting Guide, page 9

Program appraisals

Program projected budget

**CC 4A.2 The agency has formally adopted financial policies that address: general fund reserves, reserves in other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk management and internal controls, procurement, long-term financial planning, structurally balanced budgets, capital, revenues, expenditures, operating budgets and charges/fees. The agency reviews financial policies at least every three years and updates as needed.**

### **Description**

The chief financial officer is responsible for the planning, preparation, and administrative oversight of city finances. MS Annotated Code §21–35-5: Municipality Budget requires that a budget be prepared no later than September 15<sup>th</sup>. The MS State Auditors Municipal Audit and Accounting Guide provides financial guidance in general fund reserves, fund balances, grants, debt, financial reporting, etc. The city maintains ClearGov® financial software that allows department heads to view various financial reports. The department maintains internal processes to review line item allocations, expenditures, operating budget, and financial planning to remain compliant with the above finance elements. Department Policy 104.24: Supplies, Equipment and Purchases identifies procedures in expenditures. The department maintains a 5 year operating budget and a 10 year capital improvement plan to support both short and long term objectives.

### **Appraisal**

The chief financial officer has been effectively guided by state law and the state auditor's office in all budget and accounting practices. The department has maintained processes to effectively develop a working budget, tracking expenditures, and projecting future allocation needs. The department has used annual program appraisals to identify funding needs.

**Plan**

The city will remain compliant with state laws and recommended practices. The department will continue to follow internal processes to develop and track expenditures of an adopted budget.

**References**

MS Code Annotated § 21-35-5

MS State Auditor Municipal Audit and Accounting Guide, Section II

Department Policy 104.24

Annual appraisals

ClearGov software (on site)

**CC 4A.3 Guidelines and processes for developing the operating and capital budgets are defined and followed.**

**Description**

The chief financial officer is responsible for the planning, preparation, and administrative oversight of city finances. The MS State Auditors Municipal Audit and Accounting Guide provides financial guidance for developing operating and capital budgets. The development of operating budgets is part of the annual budget process. The department maintains a fiscal year budget that includes a 5 year operating budget and 10 year capital improvement plan.

**Appraisal**

The processes for developing operational and capital improvement plans are clearly identified by state guidelines. The city has remained consistent with these processes. The department has adequately provided an annual operations budget to the governing body. It was noted that the department's five year operating plan has effectively allowed the department to determine whether past operating budgets have met program needs. The capital improvement plan has adequately provided an overall strategy to replace infrastructure and resources when required.

**Plan**

The city will remain compliant with state laws and recommended practices. The department will continue to follow internal processes to establish an operational budget and capital improvement plan.

**References**

MS State Auditor Municipal Audit and Accounting Guide, page 78  
Department FY 2024 Budget: CIP & Operational



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

### **Description**

MS Code Annotated §21-35-5: Municipality Budget provides legal procedures to be followed for public hearings. The MS State Auditors Municipal Audit and Accounting Guide provides provisions for public budget hearings that is consistent with state law. City public budget hearings allow citizens the opportunity to review and discuss the upcoming fiscal year budget. The department maintains processes for ensuring internal transparency that includes input by line personnel to the battalion chiefs for pre-budget requests, budget discussions during monthly command staff meetings, administrative assistant spreadsheet reflecting expenditures and current balances, the inclusion of line personnel in command staff meetings, and annual program appraisals reflecting funding allocations.

### **Appraisal**

Public hearings have been effective by allowing citizen input. The city publishes its budget proposals in local media outlets (e.g. daily and weekly newspapers) prior to public hearings. After adoption the city places its fiscal year budget on the city website ensuring public transparency. The department has been transparent in its budget development. The budget worksheet provided by the administrative assistant has been effective during command staff meetings. The processes used has been sufficient to provide line personnel with an opportunity to view the department's budget.

### **Plan**

The city will continue with public hearings as mandated by state law. The department will continue with the processes that allows transparency of budget matters.

### **References**

MS Code Annotated §21-35-5

MS State Auditor Municipal Audit and Accounting Guide, page 17

City budget presentation

Public hearings

FY24 Admin Asst.

4A.5 The agency's operating and capital budgets serve as policy documents, operations guides, financial plans and communication devices.

### **Description**

The department is aware that the governing body establishes public policies through funding allocations. The department's budget is a reflection to provide core programs and services based on community needs. Both budgets provides a means to support short and long term organization objectives. The operating budget is a straight forward process of providing the resources to meet current program and service objectives. The capital improvement budget is aligned with the department's strategic plan geared towards maintaining or replacing infrastructures to meet future challenges. The governing body is provided annual program appraisals to reflect program effectiveness by meeting outcome based performance measures.

### **Appraisal**

The fire chief has effectively communicated with the governing body the impact on the community if funding is reduced in program areas. The governing body has clearly identified which programs are fully supported and those that are not. During department hearings, the fire chief explained that the public education division could not deliver fire and injury prevention effectively to the community without a line item increase. The governing body increased funding. Conversely, the fire chief lobbied for increasing funding to the dive rescue and swift water rescue disciplines. The department was forced to suspend these programs due to inadequate funding.

### **Plan**

The department will continue to communicate with the governing body the need for program and service funding during the budget process. The fire chief will continue to inform the governing body of the consequences of budget allocations. Ultimately, it is the council that will make budget decisions.

### **References**

Strategic plan

FY 2024 Budget CIP &Operational

4A.6 The agency considers internal and external stakeholders' input in the budget process.

### **Description**

The department solicits input from line personnel during the preliminary budget process. Line personnel provide the battalion chief a “wish list” that typically reflects items for station improvements or requested equipment for the apparatus. Command staff personnel identify budget needs in its annual program appraisals and during preliminary budget preparation by developing a projected needs assessment. The fire chief establishes funding priorities taking into consideration funding estimates and how the department would best be served.

### **Appraisal**

The processes in place have been effective in soliciting input from line personnel, program managers, and command staff personnel. This input has allowed the fire chief to make funding prioritizations based on operational needs, determining program effectiveness through outcome based performance measures, and funding services that best meet community needs.

### **Plan**

The department will continue with its current budget preparation processes by involving department personnel in the budgeting process.

### **References**

Program appraisals  
Program funding projections  
Station “Wish Lists”

**CC 4A.7 The agency's budget, short and long-range financial planning, and capital project plans are consistent with the agency's strategic plan and support achievement of identified goals and objectives.**

**Description**

The department's strategic plan is based on short and long term planning efforts geared towards meeting organizational goals and objectives. Operational budgets are primarily used to meet current and short term program needs. Capital improvement plans are strategic in nature and are designed to meet long term infrastructure needs. Fiscal year budgets provide line item funding for both plans. The department adds a 5 year operations plan and a 10 year capital improvement plan to the current fiscal year. Both plans support the strategic plan that, in turn, supports the department's mission statement.

**Appraisal**

The fire chief has worked with the chief operations officer and chief financial officer in developing a budget that will support department requirements. The department's 5 year operations budget has effectively allowed the department to compare current funding with previous budgets to determine if funding has been sufficient to meet program and service demands. The fire chief used this process to increase funding for the public education program. The capital improvement plan has adequately provided an overall strategy to replace infrastructure. The department has a special fire rebate account provided by the MS Insurance Department that is typically used for infrastructure needs. The department has effectively used Assistant to Firefighters Grants for both operational and capital improvement projects.

**Plan**

The fire chief will ensure that the annual budget, short and long term planning, and capital improvement plans remain consistent with the strategic plan to meet the department's mission, goals, and objectives.

**References**

Strategic Plan, page 21 - 28

FY 2024 Budget CIP & Operational

4A.8 The agency maintains a long-term financial operating and capital plan, inclusive of all appropriated funds, for a five- to 10-year period. The agency should analyze the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial balance to include plan monitoring mechanisms.

### **Description**

The department maintains a 5 year operation and 10 year capital plan in its fiscal year funding analysis. The fire chief is responsible to the chief financial officer (CFO) for maintaining a balanced budget. The CFO is responsible for preliminary budget forecasts based on reports from the Lowndes County Tax Assessors Office for ad valorem taxes and sales tax projections from the MS Department of Revenue. The CFO is also responsible for remaining compliant with MS Code Annotated §21-35-13: Monthly Reports that requires monthly reports to the governing body and §21-35-15: Expenditures of Funds that mandates balanced budgets.

### **Appraisal**

The department's 5 year operations budget has effectively allowed the department to compare current funding with previous budgets to determine if funding was sufficient to meet program and service needs. The 10 year capital plan adequately identified future expenses relevant to infrastructure needs. The CFO has considered all factors identified by state law in the development of a city budget. The CFO has consistently provided projected revenues that are used to develop a balanced city budget.

### **Plan**

The city and department will continue with the processes identified above. The fire chief will maintain a balanced budget. The CFO will remain compliant with state laws.

### **References**

MS Code Annotated §21-35-13

MS Code Annotated §21-35-15

FY 2024 Budget CIP & Operational

4A.9 For each budget cycle, the agency prepares balanced operational and capital budgets.

### **Description**

The department develops an annual budget based on preliminary revenue estimates provided by the CFO. The CFO is responsible for remaining compliant with MS Code Annotated §21-35-13: Monthly Reports that requires monthly reports to the governing body and MS Code Annotated §21-35-15: Expenditure of Funds that mandates balanced budgets. The fire chief is responsible for ensuring department expenses stay within line item allocations.

The department is provided with a certain degree of leeway that allows a transfer of funds from one line item to another if the transfer stays within the same budget series (e.g. salary / benefits, personnel services, supplies, etc.). The department maintains a series of control measures that includes the city's ClearGov financial software that provides a current view of balances and expenses, the spreadsheet provided by the administrative assistant that shows all expenses within the line item and the city's purchase order procedures.

### **Appraisal**

The processes above has met department needs by providing control measures to ensure the department's budget remains balanced. The fire chief has effectively used the finance software to look at current balances and line item expenditures. The administrative assistant has provided a spreadsheet showing balances and expenditures that is a check and balance to the finance software. This spreadsheet also documents purchase orders as another control measure. The fire chief has provided budget information as part of monthly command staff meetings.

### **Plan**

The department will continue with the processes and budget controls put in place by the governing body. The department will evaluate other control measures to provide fiscal accountability.

### **References**

MS State Auditor Municipal Audit and Accounting Guide, page 20

MS Code Annotated §21-35-13

MS Code Annotated §21-35-15

FY 2024 Budget Admin Asst

ClearGov software (on site)

## **Criterion 4B: Financial Practices**

Agency financial management demonstrates sound budgeting and control, proper recording, reporting, and auditing.

***NOTE:*** *An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

### **Summary:**

The chief financial officer (CFO) is responsible for the administrative oversight of city finances. The CFO adheres to MS Municipal Code Section 21 Chapter 35 which governs municipal financial management. The CFO is also guided by the MS Municipal Audit and Accounting Guide which is consistent with GAAP and GFOA recommended practices. These documents clearly outline financial management procedures. City expenditures remain consistent with funding allocations. Processes have been identified for budget over-expenditures which allow a limited flexibility in budget management. Independent review of city finances is accomplished through annual audits by a third party accounting firm.

The fire chief's financial management duties and responsibilities are outlined by state mandates in addition to City of Columbus Ordinances. The fire chief maintains fiscal control through strict adherence to the department's budget. The fire chief tracks department expenditures using purchase orders and the city's financial software ClearGov. ClearGov allows periodic review of specific line item expenditures and remaining Balances. The department has established a Disability and Education Fund that is separate from city finances. This fund is managed by an internal and external board of directors. The Disability and Education Fund meets GAAP management and reporting practices.



4B.1 Financial resources management adheres to generally accepted accounting practices as used by Government Finance Officers Association of the United States and Canada, National Advisory Council on State and Local Budgeting Practices, or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision-making with sufficient flexibility to meet contingencies.

### **Description**

The chief financial officer (CFO) is responsible for the administrative oversight of city finances. The CFO follows the statutory requirements of MS Code Annotated §21-35: Municipal Budget that provides a comprehensive regulatory overview of municipal financial laws. The MS State Auditor provides the Mississippi Municipal Audit and Accounting Guide with the purpose of providing city officials with an easy to understand guide of state finance laws. This guide prescribes various accounting procedures, policies, and form for use by all municipalities. MS Code Annotated and the Municipal Audit and Accounting Guide adheres to the GAAP recommended accounting practices.

The city uses a line item budget format, purchase order system, and ClearGov software to track expenditures. Monthly financial reports are provided to the mayor and council that reflect the city's current financial condition. The CFO can adjust funding within line items that allows for limited flexibility. The city undergoes an annual independent audit conducted by an outside accounting firm. The city maintains a contingency fund to serve as an emergency reserve.

### **Appraisal**

The above processes have been extremely effective in providing direction to municipal budgeting laws and management practices and safeguards to ensure fiscal accountability. The MS Municipal Audit and Accounting Guide has remained consistent with GAPP practices. The department has used ClearGov to review current budget balances. These processes have sufficiently met department needs.

**Plan**

The city will remain compliant with state law and follow the recommended practices of Municipal Audit and Accounting Guide. The city and department will continue to provide control measures to ensure fiscal accountability.

**References**

MS Code Annotated §21-35

MS State Auditor's Municipal Audit and Accounting Guide, page 20

ClearGov software (on site)

4B.2 The agency has established and implemented a comprehensive internal control framework that includes the control environment, risk assessment, control activities, information and communication, monitoring, and reporting.

### **Description**

The city and department provides a series of check and balances to support control measures designed to ensure fiscal accountability. The city follows MS Code Annotated §21-35-13: Monthly Reports that requires monthly financial reports to the governing body. The city maintains a purchase order process that ensures available funds are sufficient for expenditures. MS Code Annotated §21-35-31: Annual Audits requires annual independent audits conducted by a third party accounting firm.

The department maintains a series of control measures to maintain fiscal accountability. These measures include the city's ClearGov financial software that provides a current view of balances and expenses, command staff meetings that review the administrative assistant budget spreadsheet detailing line item balances and expenditures, and the purchase order system requiring city approval.

### **Appraisal**

The city and the department has implemented control measures that provide a high degree of fiscal accountability. State laws have provided clear direction for municipality compliance. The processes used by the department have been sufficient to meet city policies. The fire chief has used the control measures to effectively manage expenditures and ensure line items have sufficient funds to meet fiscal obligations. It was noted that a transfer of funds exist between one line item and another if the line items are in the same expense category. However, the city maintains strict control over this procedure and meticulously limits its use.

### **Plan**

The city and the department will continue to use the above controls to ensure a balanced budget. The department will adhere to all city policies.

**References**

MS Code Annotated §21-35-13

MS Code Annotated §21-35-31

Clear Gov software (on site)

4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

### **Description**

MS Code Annotated §21-35-15: Expenditure of Funds requires governing bodies to stay within the spending limits of the budget in the context that expenditures shall not exceed revenues. If expenditures exceed revenues MS Annotated Code §21-35-25: Revision of Budget contains provisions to be followed in line item adjustments. This code mandates that the governing body must revise its budget during a regular city council meeting to bring the budget into proper balance. MS Code Annotated §21-35-31: Annual Audits requires an independent audit by a third party accounting firm. This audit is a check and balance control measure to confirm compliance with state law. The department is compliant with city procedures.

### **Appraisal**

MS budgeting laws have been extremely straight forward in requiring balanced budgets. The state has provided provisions for making budget adjustments. The independent audit confirms that the city had a balanced budget with no line item deficits. These state laws are consistent with GAAP recommendations.

### **Plan**

The city will remain compliant with state codes. The city will operate within the confines of the adopted budget with any deficits being identified and adjustments made to balance line item deficits.

### **References**

MS Code Annotated §21-35-15

MS Code Annotated §21-35-25

MS Code Annotated §21-35-31

City Audit Report

4B.4 The agency reviews its financial position including actual and budgeted expenditures on a monthly basis and reviews overall financial performance with the authority having jurisdiction on an annual basis.

### **Description**

The department reviews its financial condition through several processes that includes access to the ClearGov financial software, review of program line item balances, and monthly updates provided by the administrative assistant. The fire chief can run multiple reports through the ClearGov software that provides up to date balances. The spreadsheet provided by the administrative assistant is a check and balance control measure to the ClearGov reports. The command staff have line items dedicated to their program. This spreadsheet provides program expenditures with line item balances. Monthly command staff meetings typically include an overview of budget expenses and balances.

### **Appraisal**

The control measures the department has implemented is adequate to determine budget expenses and revenues to maintain a balanced budget. The ClearGov software has allowed the department to run various monthly reports that are verified with the administrative assistant spreadsheets. This process is an effective control measure. The monthly command staff meetings confirmed the balance remaining in each program line item. The fire chief may meet with the CFO at any time regarding budget issues.

### **Plan**

The department will continue to follow the control measures put in place by the city and CFO. The fire chief will report any deficits and work with the CFO to resolve the issue.

### **References**

ClearGov

Command staff agendas with financial spreadsheet review

**CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency prepares a plan to resolve audit exceptions for approval by the AHJ.**

**Description**

MS Annotated Code §21-35-31: Annual Audits states that an independent audit is conducted within 12 months from the end of the fiscal year. The auditor must be a certified public accountant (CPA) or an auditor approved by the MS State Auditor. The city contracts with the accounting firm of Watkins, Ward, and Stafford, PLLC to conduct its annual audits. The CFO ensures that all relevant documents and financial statements are provided to the firm. The CFO is responsible for ensuring the audits are completed within the 12 month period and for developing a strategy to resolve any issues revealed by the audit. This independent audit meets GAAP recommendations. A synopsis of the audit must be published or notice given that the audit will be posted in three locations.

**Appraisal**

The city has met state law requirements with the contracting of Watkins, Ward, and Stafford, PLLC as an independent auditor. The CFO has provided all documents and statements for the firm to complete an accurate audit. In the opinion of Watkins, Ward, and Stafford, the financial position of the city and funds has followed GAAP recommendations and accepted practices.

**Plan**

The city will remain compliant with state codes regarding independent audits conducted by a certified CPA or state approved auditor.

**References**

MS Code Annotated §21-35-31

City Audit Report

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that identify and evaluate risks, establish risk management strategies, and evaluate the risk management program to protect the agency, its assets and employees.

### **Description**

The city maintains financial risk management policies geared towards protection of city and department assets. The governing body and CFO are required to be bonded. The city maintains a general liability policy for non-human assets. The city's liability carrier conducts an annual safety audit to identify unsafe practices or unsafe conditions on city property. The city completes annual independent, third party audits to remain compliant with MS Annotated Code §21-35-31: Annual Audits. The city maintains a cash reserve as set forth by MS Annotated Code §21-35-3: Fiscal Year.

### **Appraisal**

The financial risk management policies implemented have met city needs. The bond requirement and general liability policies have provided legal protection of city assets. The safety audits have revealed unsafe practices or unsafe conditions on city property. The annual audit by an independent CPA firm has ensured fiscal accountability. The city's cash reserve has ensured an emergency contingency fund if needed.

### **Plan**

The city will continue to review and adopt financial risk management policies and procedures to ensure risks and liabilities are minimized.

### **References**

MS Annotated Code §21-35-31

MS Annotated Code §21-35-3

City Audit report

City Liability Insurance Policy

City budget (cash reserve)



4B.7 Programs designed to solicit financial support from external sources are aligned with the objectives of the agency. Agency policies govern all fundraising activities, comply with generally accepted accounting practices and other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

### **Description**

City Policy 4.60: Solicitation, Fund Raising, and Donation Policy addresses fund-raising activities conducted by departments or city employees. This policy outlines procedures to be followed as well as requiring governing body approval prior to any solicitation of funds from external sources. Any solicited funds are subject to annual independent audits.

The department maintains a Disability and Education fund that is chartered as a tax exempt 501C3 organization. The Disability and Education fund establishes financial aid to employees that are injured in the line of duty as well as providing an educational scholarship to dependents of department personnel. The department maintains procedures to ensure fiscal accountability that includes an internal and external board of directors. The external board is comprised of an attorney and an accountant to remain compliant with state laws and city policy that is consistent with GAAP practices. A policy is in place to direct disbursement procedures and provide financial reports as mandated by federal and state laws.

### **Appraisal**

City policy has effectively addressed fund-raising and solicitation by departments and individual employees. The processes that provide guidance and fiscal accountability to the department's Disability and Education Fund have been effective in remaining compliant with federal and state regulations as well as adhering to GAAP practices.

### **Plan**

The department will continue to comply with city policy regarding fund raising activities. The Disability and Education fund will continue to be monitored by the internal and external Board of Directors. These boards will ensure that all practices and policies are consistent with GAAP recommendations.

**References**

City Policy 4.60: Solicitation, Fund Raising, and Donation Policy, page 58

City Liability Insurance Policy

CFR Disability and Education Fund

4B.8 Any revenue-producing organizations authorized to use the agency's name and/or reputation comply with agency principles of financial operation.

**Description**

The department does not lend its name or image to any for-profit organization.

Department Policy 103.01: General Rule of Conduct, Article 11 expressively prohibits the “use of the department logo, pictures of apparatus, or anything that might appear as an endorsement by this department for private or personal business.”

**Appraisal**

The department has been very conscious of its public image and reputation. As a result, the department has not allowed any use of its name or images that might otherwise be construed as an endorsement to a for-profit organization.

**Plan**

The department will continue with its current practices to maintain a positive public image.

**References**

CFR Policy 103.01: General Rule of Conduct, Article 11

4B.9 The agency is in compliance with all granting agency requirements.

**Description**

The department adheres to all guidelines and conditions set forth by the grant agency. The department utilizes JMCM, a third party consultant, to write and apply for federal and state grants. The department received 5 federal and 1 MS Homeland Security grant within the past 10 years. The consultant and Homeland Security grant administrator ensures the department remains compliant with grant conditions.

**Appraisal**

The guideline and conditions of the grant have been clearly identified in the grant approval letter. The department has remained compliant with these guidelines. The consultant and MS Homeland Security grant administrator have added another control measure to ensure the conditions of the grant have been met.

**Plan**

The department will identify all grant conditions identified in the award acceptance letter and grant. The department will provide the consultant and MS Homeland Security grant administrator with all documentation to ensure the department is compliant with grant conditions.

**References**

AFG Grant Awards

MS Homeland Security grant

#### **Criterion 4C: Resource Allocation**

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and maintains the quality of programs and services. The agency must ensure that programs and services provided can be supported by adequate fiscal resources using sound budgetary practices.

#### **Summary:**

Columbus Fire and Rescue is primarily funded through the city's general fund, the MS Fire Insurance Rebate Program, federal grants, and local funding programs. Each of these funding sources is used to support specific department expenses. Department short and long term funding is adequate to support program and service delivery goals and objectives as outlined in the department's Strategic Plan and Standards of Cover.

The department uses several processes to ensure adequate program funding levels are met and maintained. Annual program appraisals identify equipment and other resources needed each year to provide an adopted level of service. The department has established a 5 year operational budget to primarily support department programs and a 10 year long term capital improvement plan primarily used for infrastructure improvements. The annual MS Fire Insurance Rebate Fund is dedicated to funding fire related initiatives. Federal grants have been used for apparatus purchases, station improvements to include vehicle exhaust removal systems, technical rescue equipment, radio and FLIR thermal cameras, etc. The department avoids the use of one-time funding sources for continuing programs or services. The city maintains a municipal reserve fund for unanticipated or emergency expenditures.

**CC 4C.1 Given current and forecasted revenues, the agency sustains the level of service adopted by the AHJ.**

**Description**

The department lists its programs and services in the strategic plan and community risk assessment and standards of cover (CRA-SOC). These programs are adopted by the governing body through the acceptance of the documents and program funding allocations. The CRA-SOC provides levels of service through meeting its response time objectives and outcome based performance measures. The department is funded through the city's general fund, the municipal fire protection fund commonly referred to as the insurance rebate fund, the Golden Triangle Regional Hazardous Materials teams, and federal and state grants. The department maintains a 5 year operations budget and 10 year capital improvement plan in its current fiscal year (FY) budget.

**Appraisal**

Department programs and levels of service have been clearly identified in the department's strategic plan and the CRA-SOC. After experiencing budget cuts in FY 2023 the department realized funding increases in FY 2024. The fire rebate account has provided consistent funding on an annual basis to be used for fire suppression equipment, infrastructure to include apparatus and stations, and station remodels. This fund has effectively taken the burden from operational line items. It was noted that there have been occurrences where the public education line item was increased to maintain an effective level of service. Conversely, the department had to suspend the dive rescue program due to inadequate funding. Annual program appraisals have adequately reflected program effectiveness by comparing inputs/output to outcome based objectives.

**Plan**

The department will continue to provide adopted programs and level of services based on an adequate budget. The department will continue to identify alternative funding options. The fire chief will adjust expenditures to maintain adequate program funding.

**References**

CRA-SOC, pages 27-30

Strategic Plan, page 8

Annual program appraisals

FY 2024 department budget

MS Insurance Rebate account

4C.2 Adequate resources are budgeted for the payment of long-term liabilities and debts.

**Description**

The city maintains a debt service fund in its fiscal budget. Schedules of debt, including that generated for governmental and business type activities, are included at face value with current balances in the city's financial statements that are consistent with Governmental Accounting Standards Board (GASB) practices. The department typically uses the MS Municipality Fire Protection Fund, also known as the fire insurance rebate account, for capital expenditures incurring long term liabilities and debt. The department does not carry any long term liabilities currently. The city reported a \$450,000 debt liability in its FY 2023 budget.

**Appraisal**

The city has issued general obligation bonds to fund capital projects. The terms of repayment are clearly outlined by bond requirements. Annual independent audits has ensured the repayment schedule of bond obligations are being met. The department has used the fire insurance rebate account and Assistance to Firefighters Grant to fund capital expenditures. The department does not carry any long term liability debt currently.

**Plan**

The city will continue to follow state codes regarding the issuance of general obligation bonds. The independent audit serves as a control mechanism to ensure the repayment of obligation bonds are being met. The department does not have any long term capital expenditures in FY 2024.

**References**

City of Columbus Debt Bond Financial Statements

City Annual Budget

FY 2024 Budget

MS Fire Insurance Rebate Fund



4C.3 The agency budgets future asset maintenance and repair costs are projected with related funding plans.

### **Description**

The department identifies preventative maintenance and repair costs as part of the budget process. The department maintains a budget line item for facility maintenance and repair. The city shop is responsible for apparatus maintenance and repair costs. Department Policy 601.01: Station Care and Maintenance requires a monthly station inspection by the battalion chiefs. The inspection form identifies inspection points to include general safety, building exterior, building interior, apparatus bay, and workshop/storage/mechanical rooms. Station inspections allows the department to estimate known maintenance and repair costs for the next fiscal year. The department projects major infrastructure repair costs as part of the capital improvement plan or the fire insurance rebate fund. The department maintains a line item for maintenance schedule for safety equipment such as SCBA cylinders, aerial and ground ladders, etc.

### **Appraisal**

The processes in place to project future maintenance costs have met department needs. Routine facility maintenance costs are determined through budget trend analysis from previous year's operational expenditures. The maintenance costs of equipment such as SCBA cylinders hydrostatic tests and ground ladders are provided by vendor quotes. Although station inspections have been effective in identifying maintenance and repair issues, it was noted that station inspections have been inconsistent.

### **Plan**

The department will continue with the processes used to determine funding needs. The department will inspect stations on a monthly schedule with the inspection forms being provided to the fire chief.

### **References**

Department Policy 601.01  
FY 2024 CIP & Operational  
FY 2024 budget

4C.4 Budgets avoid the use of one-time funding sources for recurring standard annual operating expenses.

### **Description**

The city's primary revenue for the general fund is ad valorem and sales taxes. These taxes account for approximately 73% of total revenues. The department budget is supplemented by the fire insurance rebate account and access to the Golden Triangle Regional Hazardous Materials Team's shared account. The department is fortunate to receive approval for Assistance to Firefighters Grants. However, these grants are used exclusively for their intended purpose. The departments does not use one-time funding sources for ongoing programs.

### **Appraisal**

The department's budget based on the general fund has been adequate to support program needs. The department has actively used the fire insurance rebate account for fire related equipment purchases since the department has no long term liability debt. Funding from the Golden Triangle Hazardous Materials Team has primarily been used for equipment maintenance and does not represent major cost investments. It was noted that the department has not researched how much revenue would be generated from permit fees, burn permits, plans review, or hazardous work permits. It has generally been accepted that these fees are part of the services the department provides to the community.

### **Plan**

The department has no plans to use one time funding sources to support ongoing programs. The department will determine the feasibility of generating revenue from fee based services.

### **References**

FY 2024 CIP & Operational

FY 2024 budget

Golden Triangle Regional Hazardous Materials Team Fund Report

**CC 4C.5 The agency maintains contingency funds in accordance with generally accepted accounting practice recommendations and anticipates budgetary restrictions and/or shortfalls.**

**Description**

MS Code Annotated §21-35-22: Municipal Reserve establishes a special contingency fund that municipalities may use for unanticipated expenditures which were not otherwise budgeted. This contingency fund is known as a municipal reserve fund. The Government Finance Officers' Association (GFOA) recommends municipalities maintain an unrestricted fund balance no less than two months of general operating revenues or a fund that is between 5 and 15 percent of a municipality's budget.

**Appraisal**

The contingency fund maintained by the city has met state code requirements and are within the recommended practices of the GFOA. These cash reserve levels has provided a fund capable of meeting unanticipated or emergency expenditures.

**Plan**

The city will continue to maintain a municipal reserve fund in accordance with state codes and GFOA practices.

**References**

MS Code Annotated §21-35-22

GFAO Best Practices: Appropriate Level of Unrestricted Fund Balance in the General Fund

City budget reserve fund

## **Category 5: Community Risk Reduction Program**

This category represents the community risk reduction program for the organization and community served. The intent is to define, develop, execute and measure the program as it relates to enforcement, education, economic incentive, engineering technology and emergency response. The program is a direct output of the Community Risk Assessment or Standards of Cover document. The program, while tracking traditional performance metrics, should focus on outcomes that identify the impact within the community.

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 its self-assessment manual. For criteria in Category 5 that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

## **Category 5**

### **Criterion 5A: Prevention Program**

The agency operates an adequate, effective and efficient program 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 fire and non-fire risks. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific prevention programs.

#### **Summary:**

Columbus Fire and Rescue has adopted International Fire Code, 2021 Ed. to meet state and local legal requirements. The fire marshal is responsible for program management and establishing program goals and objectives. Program objectives are intended to achieve fire prevention, life safety, and hazard mitigation that is accomplished through new construction plans review, periodic construction inspections, and annual business and commercial occupancy inspections. The Mississippi Department of Health has authorized the fire marshal to conduct annual inspections of daycares and bi-annual inspections of assisted living facilities.

The fire marshal enlists the aid of company officers in the annual inspections of businesses and commercial properties. The fire marshal and company officers meet National Fire Protection Association (NFPA) 1031: Standard for Professional Qualifications for Fire Inspector and Plan Examiner. The department inspects approximately 1,900 occupancies. The fire marshal reports program outputs and outcome based performance measures to determine program effectiveness as part of the annual program appraisal process.

**CC 5A.1 The authority having jurisdiction has an adopted fire prevention code.**

**Description**

MS Code Annotated §45-11-101 mandates municipalities to adopt the state code or a code that is equivalent or more stringent than the state code. The department remains compliant with the adoption of the International Fire Code (IFC), 2021 Edition as its fire prevention code. Locally, Columbus Code of Ordinances §12-41 mirrors the MS Code Annotated that allows the department to provide a fire prevention program. Columbus Code of Ordinances §12-50 creates the position of fire marshal.

**Appraisal**

The IFC has adequately met the needs of the fire department by providing life safety and fire prevention requirements in new construction and existing structures. The IFC also referenced other regulatory documents such as those of the National Fire Protection Association (NFPA) that further strengthen code requirements. The city has made minor modifications to the IFC through amendments, deletions, and exceptions as listed in city ordinance to reflect jurisdictional preferences.

**Plan**

The department will continue to use the International Fire Code, 2021 Edition as its fire prevention code. Future editions will be reviewed and adopted as deemed necessary by the governing authority.

**References**

MS Code Annotated §45-11-101

International Fire Code, 2021 Edition

Columbus Code of Ordinances §12-41

Columbus Code of Ordinances §12-50

**CC 5A.2 The code enforcement program is designed to ensure compliance with applicable fire protection law and agency objectives.**

### **Description**

The Fire Prevention Division ensures compliance with applicable laws and codes through a series of internal processes. The fire marshal ensures new construction compliance through plan reviews, a rough-in inspection, protection and detection system inspections, and a final inspection process. These inspections are coordinated with the city's Building and Inspection Department. Business and commercial inspections are conducted by engine companies on an annual basis. The engine companies use department iPads to enter occupancy information and any violations noted. The fire marshal is responsible for annual inspections of child daycares and bi-annual inspections of assisted living facilities as authorized by the MS Department of Health. The fire marshal is authorized by the powers of position to issue citations for non-compliance.

### **Appraisal**

The department has implemented processes that have been effective in code enforcement and occupancy inspections. The fire marshal and the city's building/inspection department have closely coordinated new construction inspections. The fire marshal coordinates with each engine company for the annual inspection of approximately 1900 business and commercial occupancies. Occupancies are issued a notice of violation for non-compliance and referred to the fire marshal for further action.

### **Plan**

The Fire Prevention Division will continue to address code enforcement and compliance with the processes identified. The division will continue to assess the effectiveness of these processes.

### **References**

iPad inspections

Day Care List

MS Department of Department of Health Form 333

**CC 5A.3 The prevention program has adequate staff with specific expertise to meet the goals, objectives and identified community risk.**

**Description**

The fire marshal is a full time dedicated position within the department outlined in CFR Policy 102.01: Organizational Structure. The fire marshal is responsible for all activities identified by CFR Policy 102.2: Job Descriptions. The fire marshal meets the certification requirements of National Fire Protection Association (NFPA) 1031: Standard for Professional Qualifications for Fire Inspector and Plan Examiner. The fire marshal is recognized as a Fire Inspector by International Code Council (ICC) and a MS Special Deputy Fire Marshal. The fire marshal is assisted in annual inspections by engine companies.

**Appraisal**

The fire marshal position and job requirements have been clearly identified by CFR policies. NFPA 1031 effectively identified the basic competencies required for fire inspector and plan examiner. ICC has required 48 hours of continuing educational units (CEUs) every 2 years to maintain proficiency. Currently, there are 20 command staff and company officers that have met NFPA 1031 certification. The fire marshal has provided in-house CEUs prior to the inspection cycle for company officers covering a range of topics that include district inspection zones, inspection procedures, documentation, etc.

**Plan**

The fire marshal will continue to manage the fire prevention program. The fire marshal will continue to work with the Chief of Training for personnel NFPA 1031 certification. The fire marshal will continue to ensure CEUs are met.

**References**

CFR Policy 102.01: Organizational Chart

CFR Policy 102.02: Job Descriptions

NFPA 1031: Fire Inspector

ICC CEU requirements

Master Training Matrix



5A.4 A plan review process is in place to ensure that adopted codes and ordinances determine the construction of buildings and infrastructure (e.g., hydrants, access, street width, etc.)

### **Description**

The city uses a plan review process to ensure code compliance with new construction and remodels through its Building and Inspection Department. Plans are initially provided to the Building and Inspection department then routed to four departments to include the fire department, public works, city engineer, and Columbus Light and Water. The Building Department provides a routing form to ensure each department is aware of pending plan reviews. The fire marshal is responsible for ensuring that all applicable site fire prevention requirements are met. Upon approval of all departments, a construction permit is issued.

### **Appraisal**

The plan review process has adequately met city and department needs. This process requires approval from each department prior to the issuance of a permit. The city has strived to complete plan reviews within 10 working days. The city has proactively made efforts to approve plans within two submittals by providing a detailed list of all discrepancies that must be corrected prior to re-submittal. These processes have improved customer service. The department has set an internal goal of completing plans review within three working days. This goal is listed in the department's annual program appraisals.

### **Plan**

The Building Department will continue to be responsible for the initial plans review process. The fire marshal will continue to review plans under this process.

### **References**

Building and Inspection Department Routing Form

Annual program appraisals

5A.5 The prevention program identifies the frequency that occupancies are inspected.

### **Description**

The fire marshal is responsible for establishing the frequency that inspections are conducted. CFR Policy 301.01: Inspections provides a guideline for inspections by department personnel. The fire marshal uses Image Trend's Elite record management system to document new occupancies and store past inspections from existing business and commercial occupancies. Business and commercial occupancy inspections are conducted on an annual basis. The fire marshal also schedules inspections of child daycare and bi-annual inspections of assisted living facilities as authorized by the MS Department of Health. The fire marshal is authorized to inspect on-campus buildings at MS University for Women as an authorized state deputy fire marshal.

### **Appraisal**

The frequency at which the department has completed inspections has been appropriate and achievable with the assistance of engine companies. Policy 301.01 has been adequate in establishing inspection procedures. There are approximately 1900 occupancies within city limits. The frequency of day childcares and assisted living facilities is set by the MS Department of Health. Both inspection processes have been adequate in meeting department needs.

### **Plan**

The department will continue with its current inspection schedule. The fire marshal will inspect occupancies based on state agency requirements.

### **References**

CFR Policy 301.01: Inspections

MSDH Form 333

Elite records management system, inspection information

5A.6 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon community risk assessment and baseline performance.

### **Description**

The department sets specific and achievable annual loss reduction benchmarks as part of its annual program appraisal process. The fire marshal works closely with the community risk reduction coordinator in its fire prevention efforts. The department sets benchmark objectives for property saved, casualties and fatalities, occupancies inspected, etc.

### **Appraisal**

Annual program appraisals have been effective by comparing outputs to outcome benchmarks. The department set a goal of 85% for the Property Saved/Loss Performance Ratio and zero firefighter/civilian casualties and fatalities. Improvements were realized in fires confined to room of origin (61%) and Property Saved/Loss Performance Ratio (88%). There were 2 civilians and 5 firefighter casualties. It was noted that the number of working fire detectors increased while the number of non-working smoke detectors decreased in residential fires. Annual appraisals have allowed the fire marshal to set new goals for the upcoming year. It was noted that an analysis to determine the impact of community risk reduction efforts had a correlation to fires within those occupancies.

### **Plan**

The department will continue with the processes in place to measure performance against outcome based performance goals and objectives. The fire marshal will continue to work with the community risk reduction coordinator in developing assessment methods to accurately reflect annual loss reductions.

### **References**

Annual Program Appraisals

CC 5A.7 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

### **Description**

The department conducts a formal and documented annual program appraisal. The annual appraisal documents inputs, outputs, outcome-based objectives, and a summary conclusion with the goal of identifying service gaps or setting new outcome objectives. Annual appraisals also support a collaborative effort between department programs in the context that outcomes and objectives may be used by other programs to achieve their outcomes. Annual appraisals are provided to the mayor and chief operations officer to inform the governing body of department efficiency and effectiveness. Annual appraisals are used to support funding requests during the budget process.

### **Appraisal**

Annual program appraisals have been effective in documenting program efficiency and effectiveness by comparing inputs and outputs to outcome based performance goals. This comparison has provided sufficient quantitative and qualitative data to support the continuous improvement model by identifying service gaps or establishing new outcomes and objectives. Annual appraisals have allowed the department to justify budget allocations. For example, annual appraisals noted that the dive rescue and swift-water programs would be suspended due to inadequate program funding.

### **Plan**

The department will continue with annual program appraisals to determine program effectiveness. The department will continue to provide appraisals to the governing body.

### **References**

Annual Program Appraisals

**Criterion 5B: Public Education Program**

A public education program is in place and directed toward reducing community 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 2 to determine the need for a specific public education program.

**Summary:**

Columbus Fire and Rescue maintains a community risk reduction (CRR) program geared towards fire and injury prevention. The CCR program has been proactive in providing classes and services that include fire safety and injury prevention, cardio-pulmonary resuscitation (CPR) and automatic external defibrillation (AED), smoke detector installations, seasonal hazards, and other safety related events.

The CRR program targets specific at-risk groups that include adult assisted living facilities, senior citizens, and individuals predisposed to negative socio-economic and demographic factors. Services and classes are delivered in several mediums to include fire prevention month and national safe kids' week, continuing educational workshops, summer camps, church events, and civic group meetings. The CRR program collaborates with other agencies that includes Lowndes County Emergency Management Agency, National Fire Safety Council, Home Safety Council, Safe Kids USA, and local media.

## **Performance Indicators:**

**CC 5B.1 The public education program targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.**

### **Description**

Columbus Fire and Rescue provides a community risk reduction/public education program geared towards fire and injury prevention. Program components include fire safety and injury prevention, cardio-pulmonary resuscitation (CPR) and automatic external defibrillation (AED), smoke detector installations, seasonal hazards, and other safety related events. The program actively collaborates with other agencies such as Lowndes County Emergency Management Agency (EMA), Fire Pup, National Fire Safety Council, Home Safety Council, Safe Kids USA, and local media.

The program proactively targets specific at-risk groups that include adult assisted living facilities, senior citizens, and individuals predisposed to negative socio-economic and demographic factors. Programs are delivered in various mediums to include annual prevention and preparedness months such as fire prevention month and national safe kids' week, continuing educational workshops, summer camps, church events, and civic group meetings. These processes are documented in the Community Risk Reduction and Standards of Cover (CRA-SOC).

### **Appraisal**

The processes above have effectively met program needs. The components have provided a comprehensive approach to fire and safety prevention. Collaborations with other agencies have provided instruction aids and kits and promotional materials. The program has partnered with the Lowndes County EMA in the delivery of the certified emergency response team (CERT) course. Incident trends have identified areas of the city where department services have increased. Initial analysis has indicated these areas have a high population density rate, are in blighted areas, and individuals that are predisposed to negative socio-economic and demographic factors. The program has effectively used public safety announcements to address seasonal hazards. It was noted that incident

analysis would be more effective using custom reports generated by Continuum software to identify other service gaps.

**Plan**

The department will continue with the processes above to deliver an effective risk reduction / public education program. The department will continue to seek other further collaborations to identify and address other areas of improvement. The program will develop and implement customized reports through the Continuum software.

**References**

CRA-SOC

Smoke detector installation

CPR Instructor roster

CPR class roster

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

### **Description**

The fire and life safety educator (FLSE) is a dedicated, full time position within the organization outlined by Policy 102.01: Organizational Structure and Policy 102.02: Job Description. Primary responsibilities include supervision of the program, establishing program goals and objectives, and budget management. The department has required the FLSE position to meet National Fire Protection Association (NFPA) 1035: Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist, and Youth Firesetter Program Manager Professional Qualifications; Fire and Life Safety Educator I and Fire and Life Safety Educator II certifications. The FLSE is encouraged to attend the National Fire Academy's public education and fire prevention management curriculums.

Line personnel assist the FLSE with program activities during fire prevention month and other community events when required. Line personnel receive basic training at the MS State Fire Academy as part of the basic curriculum. Selected personnel receive certification as a Child Passenger Safety Seat technician and CPR instructor.

### **Appraisal**

The department has identified primary certifications and secondary training required by the position. Line personnel have received basic training and can assist the FLSE. Line personnel qualifications include seven personnel who have received certification as CPR Instructors. The FLSE assumed the position in January because of promotions. It was noted that the FLSE does not have the basic certifications.

### **Plan**

The FLSE will enroll at the MS State Fire Academy to obtain NFPA 1035 Fire and Life Safety Educator I and II. Once those certifications have been met the department will outline a plan for continued education opportunities.



**References**

NFPA 1035; Fire and Life Safety Educator I & II, Chapter 4 and Chapter 5

Policy 102.01: Organizational Structure

Policy 102.02: Job Descriptions

CPR Instructor roster

5B.3 Programs are in place to 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, fall prevention programs, etc.).

### **Description**

The department maintains processes to identify large loss potential or high risk audiences that include incident trend analysis, population densities, socio-economic and demographic factors. These factors are identified in the Community Risk Assessment and Standards of Cover (CRA-SOC). The department uses Image Trend's Continuum software as its main analysis tool.

It is important to understand socio-economic conditions due to the potential to adversely affect service demands. Socio-economic conditions include unhealthy lifestyles/obesity rates, uninsured, poverty rates, household income, unemployment, housing stock, and education. The program is active in smoke detector and car safety seat installations, fire extinguisher training, and fall prevention.

### **Appraisal**

The department has adequately identified socio-economic and demographic statistics. The analysis of these factors revealed that 35.6% of household incomes was equal to or less than \$20,000, the city's poverty rate was 26.2%, and 15.6% of households were medically uninsured. Additionally, 47% of the housing stock was older than 50 years.

Trend analysis has indicated increased use of services in blighted and economically stressed areas of the city that include low income and subsidized housing complexes. This statement is supported by the Incident Total by ESN chart (page 32) in the CRA-SOC that shows an increase in services provided in ESN 107, 112, 97, 111, and 110. Each of these ESNs have subsidized housing units and assisted living facilities within its district.

**Plan**

The FLSE will continue to use the above processes to identify areas where a large loss potential or high risk audiences exists. The FLSE will use custom reports generated by Continuum to identify potential areas of concern.

**References**

CRA-SOC, pages 10 – 16, 31 – 33

Continuum software

**CC 5B.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.**

### **Description**

The department conducts a formal and documented annual program appraisal. The annual appraisal documents inputs, outputs, outcome-based objectives, and a summary conclusion with the goal of identifying service gaps or setting new outcome objectives. Annual appraisals also support a collaborative effort between department programs in the context that outcomes and objectives may be used by other programs to achieve their outcomes. Annual appraisals are provided to the mayor and chief operations officer to inform the governing body of department efficiency and effectiveness.

### **Appraisal**

Annual program appraisals have been effective in documenting program efficiency and effectiveness by comparing inputs and outputs to outcome based performance goals. This comparison has provided sufficient quantitative and qualitative data to support the continuous improvement model by identifying service gaps or establishing new outcomes and objectives. For example, it was noted that the number of working smoke detectors has increased while the number of non-working smoke detectors decreased in residential structure fires. Annual appraisals have effectively served two purposes; an assessment to the mayor and chief executive officer regarding discipline readiness and as a supporting document to justify funding allocation requests during the budget process. It was also noted that the department’s car safety seat technician certifications lapsed.

### **Plan**

The FLSE will continue with the processes in place to determine service gaps or adjust outcome benchmarks. The department will recertify all car safety seat technicians in 2024.

### **References**

Annual Program Appraisals

## **Category 5**

### **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 to drive community risk reduction activities. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a fire investigation program.

#### **Summary:**

Columbus Fire and Rescue provides a fire investigation program under the provisions of state regulations and local ordinances, and the International Fire Code, 2021 Ed. The fire marshal is responsible for program management and establishes program goals and objectives. The program is responsible for conducting investigations to determine origin, cause, and circumstances for any fire, explosion, and other hazardous conditions.

All fire investigations are consistent with National Fire Protection Association 921: Guide for Fire and Explosion Investigations. The fire marshal is certified to National Fire Protection Association 1033: Standard for Professional Qualifications standards. The fire marshal is aided in investigations by shift battalion chiefs and company officers. Battalion chiefs and company officers are certified to NFPA 1033 standards. The fire marshal uses Certified Fire Investigator Training (CFITrainer.Net) for in-house CEUs to maintain proficiency in skills and knowledge. The department works jointly with the Columbus Police Department in the prosecution of arson related fires.

**CC 5C.1 The agency's fire investigation program is authorized by adopted statute, code, or ordinance.**

### **Description**

Columbus Fire and Rescue (CFR) is authorized to establish a fire investigation program under MS Code Annotated 1972 §45-11-103. Under this regulation, the fire marshal is designated as the lead investigator and oversees the fire investigation program. Columbus Code of Ordinances §12-41 establishes the 2021 Edition of the International Fire Code (IFC) as the city's fire prevention code. Under the provisions of IFC §104.11, the fire department is authorized to "investigate the cause, origin, and circumstances of any fire, explosion or other hazardous condition."

### **Appraisal**

MS Annotated Code 1972 §45-11-103 and IFC §104.11 has clearly authorized the department to establish a fire investigation program. The fire marshal has been designated as the lead investigator and manager of the program. These regulations and codes have adequately met department needs.

### **Plan**

The department will continue to provide a fire investigation program under the provisions of state mandates and the international fire code.

### **References**

MS Annotated Code 1972 §45-11-103

Columbus Code of Ordinances §12-41

International Fire Code §104.11

**CC 5C.2 The scientific method (or an equivalent) is utilized to investigate and determine the origin and cause of all significant fires and explosions.**

### **Description**

CFR Policy 301.02: Fire Investigations states that the fire investigation program shall remain consistent with the scientific methodology prescribed in National Fire Protection Association (NFPA) 921: Guide for Fire and Explosion Investigations. This standard provides a logical and standardized approach to be followed for each investigation. The fire marshal developed an internal fire investigation checklist that is based on recommendations from NFPA 921.

### **Appraisal**

CFR policy and NFPA 921 effectively support the use of the scientific method during fire investigations. The development and use of the internal investigation checklist has ensured fire investigation reports meets NFPA 921 standards. The use of this checklist ensures that all investigations are consistent regardless of the investigator. It was noted that the department has not formally adopted NFPA 921.

### **Plan**

The department will continue to use NFPA 921 as its fire investigation guide. Investigators will follow the procedural steps identified in the internal checklist. The department will consider the decision to formally adopt NFPA 921.

### **References**

Policy 301.02: Fire Investigations

NFPA 921

Fire Investigation checklist

**CC 5C.3 The program has adequate staff with specific expertise, training, and credentials to accomplish the program goals and objectives**

**Description**

The fire marshal is designated as the lead investigator and oversees the fire investigation program. The fire marshal is qualified as a fire investigator through NFPA 1033: Standard for Professional Qualifications for Fire Investigator certification. The fire marshal obtained auxiliary law enforcement certification and, as a result, has arrest powers. The fire marshal is assisted in fire investigations by the battalion chief and company officers. Battalion chiefs and company officers are required to obtain NFPA 1033 certification. NFPA 1033 stipulates that investigators should complete 40 hours of continuing education unit (CEU) every five years. The fire marshal uses Certified Fire Investigator Training (CFITrainer.Net) for in-house CEUs. MS Annotated Code §45-11-103 allows law enforcement agencies to assist in fire investigations. The department works closely with the Columbus Police Department in the prosecution of arson related cases.

**Appraisal**

The department has certified personnel to effectively support the fire investigation program. NFPA 1033 certification has provided the base competencies to be effective investigators. The department has 31 personnel trained to NFPA 1033 certification. Personnel remain competent in their skills through in-house CEU training provided by CFI. The fire marshal has established a successful working relationship with city law enforcement officers. It was noted that the fire marshal and lead investigators should attend the National Fire Academy's fire investigation and arson curriculums.

**Plan**

The department will continue with the processes identified to have an effective fire investigator program. The department will evaluate the need to obtain NFA training.

**References**

NFPA 1033  
MS Annotated Code 1972 §45-11-103  
Personnel certification matrix  
CFI CEU training hours



**CC 5C.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.**

### **Description**

The department conducts a formal and documented annual program appraisal. The annual appraisal focuses on inputs, outputs, outcome based goals, and a summary conclusion with the goal of identifying service gaps or setting new benchmark objectives. Annual appraisals support a collaborative effort between department programs in the context that outcomes and objectives may be used by other programs to achieve their outcomes. The department uses the annual appraisals for two purposes; to provide the mayor and chief operations officer with an assessment of program effectiveness and to serve as a supporting document to be used to justify budget allocation requests.

### **Appraisal**

Annual program appraisals have been effective in documenting program efficiency and effectiveness by comparing inputs and outputs to outcome based performance goals. This comparison has provided sufficient quantitative and qualitative data to support the continuous improvement model by identifying service gaps or establishing new outcomes and objectives. Appraisals have allowed the program to set additional goals that further support outcome benchmarks. The appraisals have been successful in providing the governing body with an assessment of department programs. Annual appraisals have been highly effective in providing supporting documentation to justify budget allocation requests. Past program appraisals have identified programs that were suspended due to insufficient funding.

### **Plan**

The department will continue with annual program appraisals to determine program effectiveness. The department will continue to provide appraisals to the governing body.

### **References**

Annual Program Appraisals

## **Category 5**

### **Criterion 5D: Domestic Preparedness Program**

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

#### **Summary:**

Lowndes County Emergency Management Agency is responsible for maintaining a Comprehensive Emergency Management Plan, Hazard Mitigation Plan, and Continuity of Operations Plan. The city has adopted all three plans to serve as their primary domestic preparedness and emergency planning documents.

The department is compliant with National Incident Management System (NIMS) certification standards. The department requires NIMS certification based on rank/position. The Lowndes County Emergency Management Agency reports NIMS certification to the state through NIMSCAST reports.

Lowndes County Emergency Management Agency (LC EMA) is responsible for the activation of the Emergency Operations Center (EOC) during significant events. The EOC serves as the command post for multi-agencies operating under a unified command structure. The LC EMA is responsible for requesting state mutual aid through the MS State Mutual Aid Compact, Web EOC, and through the MS Department of Homeland Security. The LC EMA uses table top exercises and graded full scale multi-agency exercises as program outcomes. A secondary outcome measure is the development and implementation of an incident action plan taking into consideration NIMS concepts of multi-agency participation in large scale events.

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**CC 5D.1 The agency maintains a local emergency operations/all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency participates in maintaining and revising the plan with the AHJ.**

### **Description**

The Mississippi Comprehensive Emergency Plan mandates each county to develop and maintain an all-hazards plan through MS Annotated Code §33-15-14. This code allows municipalities the option to either use this plan or develop a separate local plan. The city has adopted the Lowndes County Comprehensive Emergency Management Plan (LC CEMP) as its all-hazards plan. This plan uses Emergency Support Functions (ESFs) to define individual agency roles and responsibilities. During significant events agencies from the county and city staff the Emergency Operations Center (EOC) using a Unified Command structure. The Lowndes County Hazard Mitigation Plan serves as a supplemental plan to the CEMP that identifies both man-made and natural disaster events.

### **Appraisal**

The CEMP and Hazard Mitigation Plan (HMP) has adequately met jurisdictional needs for an all-hazards mitigation plan. Agencies have worked closely with the Lowndes County Emergency Management Agency (LC EMA) in developing and maintaining the CEMP. The HMP has identified 16 potential man-made or natural disaster events. The use of ESFs has been effective at identifying agency roles and functions. The use of the EOC as a central command center during weather related events has been effective at coordinating actions with the various agencies involved. The CEMP is reviewed on an annual basis.

### **Plan**

The department will continue to use the LC CEMP and LC HMP as its all-hazard plans. The EMA Director will review the CEMP on an annual basis.

### **References**

Lowndes County CEMP

MS Code §33-15-14

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

### **Description**

The department operates under the principles and concepts established by the National Incident Management System (NIMS) as a guide for emergency response as outlined in CFR Policy 201.01: Incident Command System. The department requires personnel to complete NIMS courses based on rank. Firefighters and engineers are required to complete IS 700, IS 800, ICS 100, ICS 200, and the Traffic Incident Management System (TIMS) courses. Company officers complete ICS 300 while battalion chiefs and command staff personnel completes ICS 400. New firefighters complete NIMS courses as part of the firefighter orientation task book. The department allows senior engineers to attend ICS 300 training and senior captains to attend ICS 400. The department reports completed NIMS courses to the LC EMA. The chief of training is responsible for documenting course completions.

### **Appraisal**

The processes used to certify personnel in NIMS courses have adequately met department needs. The department has been proactive in allowing personnel to certify in courses reserved for higher ranks. Personnel has met NIMS certification requirements except for new hires or personnel promoted to the next rank. A total of 5 personnel (2 staff, 2 company officers, and 1 new hire) need certification of position. Lowndes County EMA effectively uses NIMSCAST to document NIMS training for all city and county agencies that requires incident management training. Multi-agency exercises and EOC activations have successfully indicated a working knowledge of NIMS concepts and emergency incident management functions.

### **Plan**

The department will continue current processes to achieve NIMS certifications. The chief of training will maintain department training documentation and work with the Lowndes County EMA to schedule ICS 300 and ICS 400 training classes.

## **References**

Policy 201.01

Firefighter Orientation Task Book: Objective 3 - NIMS

Master Certification Matrix

5D.3 The agency has a process in place for requesting additional resources not readily available in the community served.

### **Description**

The LC CEMP maintains a current list of resources that may be used during emergency events. The department maintains mutual aid agreements with regional fire agencies to support department operations. The LC EMA identifies statewide resources through three sources that include the MS Statewide Mutual Aid Compact (SMAC) Agreement, Web EOC, and the MS Office of Homeland Security.

### **Appraisal**

LC EMA has readily identified regional and state resources that may be used during large scale events that overwhelms the jurisdiction's mitigation capabilities. The SMAC is a reciprocal agreement that all counties and agencies participate in through mutual aid requests. Web EOC provides a comprehensive data base of equipment and resources that the affected agency may request. The Web EOC provides a "real time" electronic capability by removing barriers that hinder aid requests. The MS Office of Homeland Security has established three regional response teams that provide technical rescue and hazardous materials capabilities.

### **Plan**

LC EMA will continue with the processes to identify request mutual aid resources.

### **References**

LC CEMP

MS SMAC agreement

Web EOC

MS Office of Homeland Security

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

### **Description**

The Emergency Operations Center (EOC) is established to direct and coordinate emergency operations during significant events. Information is provided to the E-911 Communications Center and field reports provided by agency units. Emergency calls are recorded and sent to the appropriate agency in the EOC. Agency representatives will prioritize calls and dispatch available units. The LC EMA generate reports through initial damage reports (DR 1) and situational damage reports (DR 2). The EOC has the capability to download all ICS forms. The Lowndes County EMA can request resources through the MS SMAC, Web EOC, and MS Office of Homeland Security.

### **Appraisal**

The use of the EOC during significant events has been effective at managing significant events. The EOC has been able to determine the scope of the event through citizen and field reports. The EOC is staffed by agency members that prioritize incident needs and deployment of department units. The availability of state assets ensures the department and city have adequate resources to mitigate emergency incidents. It was noted that two areas of improvement exist. Due to personnel turnover the department needs to schedule a damage assessment class through the LC EMA. Second, the department needs access to windshield damage assessment hardcopy forms or through MS EMA's smart phone applications.

### **Plan**

LC EMA and the department will continue with the processes identified to manage large scale emergency incidents. The chief of training will coordinate with the LC EMA to schedule a damage assessment class.

### **References**

EOC tour  
DR 1 and DR 2 damage forms  
MS SMAC  
Web EOC

5D.5 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**

The Lowndes County Hazard Mitigation Plan (LC HMP) provides a jurisdictional vulnerability assessment identifying potential natural and man-made events. The plan identifies critical infrastructures within the city that includes supplies, apparatus, facilities security, and fuel depot. The LC EMA may request mutual aid resources through local agencies, the MS SMAC agreement, Web EOC, and MS Office of Homeland Security. This plan supplements the LC CEMP that lists Emergency Service Functions (ESF) that define individual agency roles and responsibilities during an emergency event. The Lowndes County Hazard Mitigation Plan is updated on a five year cycle.

### **Appraisal**

The LC HMP has adequately met jurisdictional vulnerability planning needs. This plan has provided an overall numerical risk rating for 12 identified potential hazards. This plan also identified approximately 65 critical infrastructures within city limits. This plan has provided an effective tool for operational planning while the LC CEMP has been used for defining the roles and responsibilities of city and county agencies. The LC EMA is working towards HMP updates.

### **Plan**

The Lowndes County Hazard Mitigation Plan will remain as the primary vulnerability assessment document. Lowndes County EMA will be responsible for maintaining this document. The department will work with Lowndes County EMA in updating this plan.

### **References**

LC HMP

LC CEMP

MS SMAC agreement

LC HMP review / update



5D.6 The agency has a documented continuity of operations plan, that is reviewed annually and updated at least every five years, to ensure essential operations are maintained.

### **Description**

The city has adopted the Lowndes County Continuity of Operations Plan (LC COOP) as its primary contingency planning document. The LC COOP is vital in the context of ensuring essential functions continue to be performed during a wide range of emergencies. For department purposes, the LC COOP provides procedural options should a major event affect current operations that includes a succession in leadership, relocation of equipment and personnel, recall of personnel, etc.

### **Appraisal**

LC COOP has adequately met department needs. The plan outlines procedures to be followed should department infrastructures and resources be lost due to the event. It is noted that the department's command staff does not have a working knowledge of the LC COOP. Having access to the plan and formal training would address this issue. The department should consider the feasibility of developing its own COOP. This would allow formal training and a working knowledge for all personnel using department infrastructure and resources in scenario based exercises.

### **Plan**

The department will continue to use Lowndes County COOP as its primary contingency planning document. The chief of training will coordinate with the Lowndes County EMA in providing training to command staff on COOP procedures. The department should conduct a feasibility study to determine the need for a department COOP.

### **References**

LC COOP

5D.7 The agency has processes in place for intelligence sharing with other public safety agencies.

### **Description**

The department maintains processes with city agencies and the LC EMA to disseminate and receive information pertinent to operations or security measures. The MS Emergency Management Agency (MEMA) maintains the state's EOC command center that is staffed during normal working hours or continuously staffed during significant events. Lowndes County EOC is capable of real time communications during these events. The mayor conducts weekly department head meetings with all city agencies during which time issues are addressed. During the city's Market Street Festival and the Columbus Air Force Base's annual "wings over America" event, all agencies participate in planning sessions that involves security measures, contingency plans, access, etc. The LC EMA along with city and county agencies in addition to private agencies participate in Local Emergency Planning Committee (LEPC) meetings.

### **Appraisal**

The above processes have worked well in meeting department needs. The communication between the state and county EOCs have proven to be an asset. City agencies have worked well in the planning of city and county events. Agencies are well represented during LEPC meetings.

### **Plan**

The Lowndes County EMA and department will continue with the processes in place.

### **References**

City department head meeting notice

Market Street IAP

LEPC meeting / agenda notice

5D.8 The agency has a crisis communications or public information plan.

### **Description**

The department operates its communication needs through the Lowndes County E-911 communications center. The LC EMA Director is authorized to activate the EOC when conditions warrant. Part of this authorization includes the activation of ESF # 2 as provided for in the LC CEMP when communications capabilities or resources are inadequate to meet incident needs. Lowndes County E-911 Communications Center activates weather alarm sirens placed in the city and county. Other notification includes weather alerts through local television stations.

### **Appraisal**

The processes involved in maintaining communication needs have adequately met department needs. The department has already adopted the LC CEMP and the provisions within. The activation of the EOC has proven its capabilities to become an incident management command post utilizing a unified command structure. ESF # 2 has provided a contingency for maintaining communications that includes state communication assets.

### **Plan**

The department will continue to use the processes with the Lowndes County E-911 Communication Center to meet department needs. The LC EMA will continue to be the lead agency in the activation of the EOC and ESF assets.

### **References**

LC CEMP

**CC 5D.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.**

### **Description**

The LC EMA conducts annual appraisals through outputs and outcome based performance measures. Outputs include agency NIMS compliance, maintaining the LC CEMP, COOP, and HMP, conducting LEPC meetings, and the number of table top and live exercises, etc. Outcome performance measures include graded exercises involving multi-agencies and large scale community events that incorporates the concepts of NIMS into practical applications such as incident action plans.

### **Appraisal**

The LC EMA has successfully met department needs through NIMS certification reporting to the state using NIMSCAST. The EMA has conducted ICS 300 and ICS 400 classes allowing department personnel to meet required certifications. The department has adopted the CEMP, COOP, and HMP as its large scale emergency and contingency planning documents. LC EMA has set up annual table top and full scale multi-agency exercises to satisfy state and private agency requirements such as the Golden Triangle Regional Airport and MS Women for Women. Program outcomes were accomplished using the full scale multi-agency exercise involving the University of Women. The graded score sheet tested 13 plan components in addition to identifying exercise objectives, lessons learned, and an improvement plan. The department created an incident action plan for the Market Street Festival that meet the concepts of NIMS.

### **Plan**

LC EMA will continue with the processes identified. The department will work with the EMA to assess department needs.

### **References**

LC CEMP, COOP, and HMP

LEPC meetings

MS University for Women full scale graded exercise

## **Category 5**

### **Criterion 5E: Fire Suppression Program**

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific fire suppression program and support the overall risk reduction strategy.

#### **Summary:**

Columbus Fire and Rescue maintains a fire suppression program meeting national standards and peer recognized practices. The department is consistent with National Fire Protection Association 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments standards. Apparatus meets NFPA 1910: Standard for the Inspection, Maintenance, Refurbishment, Testing, and Retirement of In-Service Emergency Vehicles and Marine Firefighting Vessels standards.

The department maintains the infrastructures and resources to provide response to fire incidents and for each risk category. The Mississippi State Rating Bureau (MSRB) provided recommendations on station locations in addition to matching apparatus capabilities with district hazards. The MSRB established a minimum staffing level of 19 firefighters per shift that includes the battalion chief. Personnel obtain NIMS certifications based on rank/position. Program assessments indicate that department resources are properly distributed to meet service demands.

**CC 5E.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, 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**

Columbus Fire and Rescue (CFR) maintains a fire suppression program that is consistent with national standards and peer recognized practices that includes staffing, stations, apparatus, and response time objectives. Risk categories are based upon the three axis model supported by the Commission on Fire Accreditation International (CFAI). Station designs support both apparatus and personnel needs. The department is consistent with National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Apparatus meets NFPA 1910: Standard for the Inspection, Maintenance, Refurbishment, Testing, and Retirement of In-Service Emergency Vehicles and Marine Firefighting Vessels standards. The MS State Fire Rating Bureau establishes minimum staffing levels of 19 per shift that includes the battalion chief. The Community Risk Assessment and Standards of Cover (CRA-SOC) provides an overview of resources and capabilities to meet program requirements.

### **Appraisal**

The department has followed and been consistent with the above practices and standards. Response time performance has been consistent with national standards and practices. These times indicate that station distributions are appropriate to meet program demands. The three axis model has consistently established risk categories through a mathematical formula. The MS Rating Bureau staffing mandates are capable of meeting critical staffing needs for each risk category. Apparatus placement is predicated on being able to meet district hazards. The above methodologies have been effective in meeting department needs.

**Plan**

The department will continue with the processes described above to meet program requirements. The department will use the annual program appraisal process to determine service gaps or set new outcome benchmarks.

**References**

CFAI Community Risk Assessment: Standards of Cover, page 26

NFPA 1710, Chapter 4 and Chapter 5

NFPA 1910, Chapter 4

CRA-SOC

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

### **Description**

CFR operates under the principles and concepts established by the National Incident Management System (NIMS) as a guide for emergency response as outlined in CFR Policy 201.01: Incident Command System and Policy 202.01: Fire Response. The department requires personnel to complete NIMS courses based on rank. Firefighters and engineers are required to complete ICS 700, ICS 800, ICS 100, ICS 200, and the Traffic Incident Management System (TIMS) course. Company officers complete ICS 300 while battalion chiefs and command staff personnel completes ICS 400. New firefighters must complete assigned NIMS courses within 4 months of employment. The department allows senior engineers to attend ICS 300 training. The department must report completed NIMS courses to the Lowndes County Emergency Management Agency (LC EMA). The chief of training is responsible for tracking and documenting course completions.

### **Appraisal**

The processes implemented have adequately supported department needs in certifying personnel to the various NIMS levels. The deadline given to new personnel has been monitored by their company officer and battalion chief to ensure completion. The LC EMA has effectively documented and reported to the MS EMA the number of personnel certifications.

### **Plan**

The department will continue with the processes identified to ensure personnel certifications are maintained.

### **References**

Policy 201.01

Policy 202.01

Personnel training matrix - NIMS certification requirements



**CC 5E.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives.**

### **Description**

The department conducts a formal and documented annual program appraisal. Annual appraisals focus on inputs and outputs as a comparative measure to determine whether outcome goals are met. Outputs include incident trends by risk category, personnel certifications, training hours, and response time elements. Appraisals identify service gaps or if new performance benchmarks are required. Annual appraisals support the continuous improvement model recommended by CFAI. Annual appraisals are provided to the mayor and chief operations officer for approval.

### **Appraisal**

The annual program appraisal process has worked well in comparing inputs and outputs to outcome-based objectives to determine program effectiveness. This comprehensive appraisal has provided sufficient information and empirical data to make an informed decision on team status and recommendations for improvement. Annual appraisals have been extremely effective in identifying service gaps such as baseline response time components, training, etc. Annual appraisals have effectively served two purposes; an assessment to the mayor and chief executive officer regarding discipline readiness and as a supporting document to justify funding allocation requests during the budget process.

### **Plan**

The department will continue with the processes identified to provide a fire suppression program. The department will continue with the current annual appraisal process. The appraisal will be dynamic allowing the accreditation manager to assess the need for more outcome-based performance measures.

### **References**

Annual Program Appraisal

## **Category 5**

### **Criterion 5F: Emergency Medical Services (EMS) Program**

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific EMS program and support the overall risk reduction strategy.

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:**

Columbus Fire and Rescue provides a non-transport Basic Life Support emergency medical services (EMS) program. The department responds to EMS incidents that are considered life threatening conditions and incidents where the department can provide definitive patient care. Personnel are required to meet National Registry Emergency Medical Technician (NREMT) certification. Apparatus are equipped with the necessary supplies to meet the allowed scope of practice determined by the medical control officer.

The medical control officer defines patient care through offline and online directives. The director of ambulance services is responsible for protocol reviews and updates. The department completes hardcopy medical reports on scene then enters patient information and care on Image Trend's Elite electronic records management system. The department does not fall under the guidelines of the Health Insurance Portability and Accountability Act (HIPPA) as a covered entity or business associate. The department maintains patient confidentiality through the NREMT curriculum and limited access to patient reports.

**CC 5F.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, 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**

Columbus Fire and Rescue (CFR) provides non-transport Basic Life Support Emergency Medical Service (EMS). The program responds to life threatening conditions or incidents where the department can provide definitive patient care. Incident emergencies include cardiac, respiratory, excessive hemorrhage, altered levels of consciousness, and motor vehicle accidents with injuries.

The program is consistent with national standards and peer recognized practices that includes staffing, stations, apparatus, and response time objectives. Risk categories are based upon the three axis model supported by the Commission on Fire Accreditation International (CFAI). The department is consistent with National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Department personnel are required to obtain Emergency Medical Technician Basic certification. There are currently seven firefighters that need certification. Scope of practice is defined by National Registry of Emergency Medical Technicians (NREMT) and MS Annotated Code §41-59-5.

Each apparatus has been equipped with materials and supplies that are consistent with the standards of care allowed. This equipment includes a basic trauma kit, Automatic External Defibrillator, and supplemental oxygen and air adjuncts.

### **Appraisal**

The department has followed and been consistent with the above practices and standards. Response time performance has been consistent with national standards and practices. These times indicate that station distributions are appropriate to meet program demands. The three axis model has consistently established risk categories through a mathematical

formula. The Community Risk Assessment and Standards of Cover (CRA-SOC) has been effective in identifying service gaps or adjusting outcome benchmarks.

### **Plan**

The department will continue with the processes described above to meet program requirements. The department will use the annual program appraisal process to determine service gaps or set new outcome benchmarks.

### **References**

NFPA 1710

National Registry of Emergency Medical Technicians

MS Annotated Code §41-59-5

CRA-SOC

**CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response including determination criteria for specialty transport and receiving facility destination.**

### **Description**

The EMS program is guided by national, state, local, and department guidelines. The National Registry of Emergency Medical Technician curriculum establishes the standards of care allowed by EMTs. MS Annotated Code §41-59-5 establishes the scope of practice allowed within the state. Locally, Baptist Memorial Hospital's Medical Control Officer identifies the scope of practice allowed by the department through off-line medical control protocols and directives. The program is guided by three additional policies that include Policy 202.02: Emergency Medical Response, Policy 401.01: Training Program, and Policy 401.02: EMT Certification and Recertification.

### **Appraisal**

The above policies and guidelines have adequately met department needs regarding EMS operational response and the department's ability to meet its stated level of care. The scope of practice allowed within the state is consistent with national standards of care. The off-line medical control protocols have clearly defined what is allowed within the jurisdiction. The Medical Control Director has remained active in protocol monitoring.

### **Plan**

The department will continue to operate under the guidance of these SOGs and directives. The chief of training is responsible for ensuring that policies and guidelines support program needs and remain consistent with national, state, and local laws, and directives. The Medical Control Officer will ensure protocols are reviewed and maintained.

### **References**

MS Annotated Code §41-59-5

BHM Medical Protocols

Policy 202.02

Policy 401.01 & Policy 401.02

5F.3 The agency annually reviews and updates, as needed, orders/protocols and engages external stakeholders in the process.

**Description**

The department provides patient care under the standing protocols put in place by the Medical Control Officer. These protocols define the procedures that personnel are allowed to perform. The Baptist Memorial Hospital (BMH) Ambulance Director serves as a liaison between the chief of training and the Medical Control Officer.

**Appraisal**

The protocols have been effective in defining patient care procedures. The last protocols that were put in place dealt with opioid overdoses and COVID procedures. Although protocols are in place neither the department nor BMH have annually reviewed the medical directives. The department does not meet this performance indicator.

**Plan**

The chief of training and the BMH Ambulance Director will adopt a process to ensure all protocols and directives are reviewed on an annual basis.

**References**

BMH Protocol Binder (on site)

**CC 5F.4 The agency has online and offline medical control.**

**Description**

Medical control is mandated by the MS Department of Health in Title 15, Part 12, Subpart 31. The department's offline medical control is established through protocols authorized by Baptist Memorial Hospital's Medical Control Director. These directives identify the scope of practice that may be provided by department personnel. The department has limited online medical control. BMH installed a radio system that is not compatible with department radios. The department can communicate with BMH ambulances through a relay established with the Lowndes County Communications Center dispatchers.

**Appraisal**

The use of online and offline medical control has been adequate at providing guidelines concerning patient care. Local protocols have clearly defined patient care through the scope of practice that is allowed under the NREMT curriculum. Off-line medical control protocols have remained consistent with this scope of practice. Although not the most effective process, the use of E-911 dispatchers has been adequate in providing pre-arrival patient care instructions.

**Plan**

The department will continue with offline medical control process. The chief of training will meet with the BMH Ambulance Director to evaluate and implement processes that are effective in achieving online medical controls.

**References**

MS Department of Health Title 15, Part 12, Subpart 31

BMH Protocols Binder

**CC 5F.5 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report records a provider impression, patient history, data regarding treatment rendered, and the patient disposition. 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**

All medical incidents are documented on a department hard copy medical incident form recording basic patient information, patient history, treatment rendered, patient disposition, and a medical refusal statement if applicable. This information is entered into Image Trend's Elite records management system. The Elite records management system allows the department to limit access to those personnel that require access due to job responsibilities. Both documentation systems are used internally and is restricted from public viewing. The department keeps medical hard copy records for a period of 5 years as required by the MS Records Retention Schedule for Municipalities.

### **Appraisal**

The incident reports utilized to document EMS incidents have adequately met department needs. Both reports have provided for documentation and retrieval of patient information. The department has met the state's Record Retention Schedule. Electronic records are maintained on a secure server maintained by the vendor.

### **Plan**

The department will continue to document patient care through individual incident reports and the EMS module of Fire Programs. The department will continue to comply with state requirements for preservation of incident documentation.

### **References**

EMS hard copy medical reports

Elite record management system



**CC 5F.6 The agency has a program to maintain compliance with privacy laws such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada’s Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines. All personnel are trained in HIPAA/FOIP regulations and procedures.**

### **Description**

The U.S. Department of Health and Human Services establishes the guidelines to determine which agencies are required to meet Health Insurance Portability and Accountability Act (HIPAA) compliance. Under HIPAA provisions the department is not considered a “covered entity” or “business associate” and is not subject to the Privacy and Security Rules of HIPAA. However, the department maintains strict patient confidentiality and restricts access to personal health information only to those identified by HIPAA as having a legal need for the information. Personnel receive training regarding patient confidentiality as part of the NREMT curriculum and through in-house training. Department Policy 104.12: Information – Department and Personnel provides guidance regarding the dissemination of patient information.

### **Appraisal**

The department has recognized the importance of patient confidentiality and its responsibility in safeguarding personal health information. All personnel have been instructed in patient confidentiality as part of the NREMT curriculum and in-house training. Policy 104.12 has clearly stated that the chief of training shall approve the dissemination of medical information. The department has controlled access to patient information by storing hard copy reports in the department’s secure records room. The Elite records management system has provided additional security measures that include password protection and limiting access to those individuals that require access due to job responsibilities.

### **Plan**

The department will continue to ensure patient confidentiality and restrict access to personal health information through the measures established.

**References**

U.S. Department of Health and Human Services HIPPA Covered Entity Chart

NREMT training curriculum

Policy 104.12

5F.7 The agency has a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes including provisions for the exchange of patient outcome data between the agency and receiving facilities.

### **Description**

The department maintains informal processes to ensure quality improvement and quality assurance (QI/QA) in service delivery. Imagine Trend's Elite records management system identifies incomplete incident reports by reflecting a completed field percentage. The chief of training reviews EMS reports as part of the NFIRs reporting process in addition to ensuring response time data is accurate for accreditation purposes. The chief of training conducts EMS training that includes the importance of accurate and complete narratives. The department seeks feedback from paramedics and the Ambulance Director to determine if there are issues in patient care.

### **Appraisal**

The processes identified has met department needs to a certain degree. The review and verification of EMS incidents has provided an adequate measure in QI/QA. Department training on the need for complete and accurate narratives has been stressed to limit department and personnel liability in legal actions. The feedback from paramedics has been sporadic with no time review parameters established. It is noted that the department does not have a formal review process. Comprehensive internal audits by battalion chiefs or command staff personnel would address this issue by ensuring reports are properly documented and whether personnel are providing proper patient care within the scope of proactive allowed.

### **Plan**

The department will continue with the processes identified. The department will evaluate and implement a formal review of incident records to ensure QI/QA is being met.

### **References**

Elite records management system

Department training records

5F.8 The agency has implemented or developed a plan a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

**Description**

The department's community risk reduction program is responsible for providing a cardiopulmonary resuscitation (CPR) program to the community. The CRR coordinator is responsible for scheduling class dates and coordinating personnel certified as CPR instructors. The department provides automatic external defibrillator training as part of the CPR course.

**Appraisal**

The CPR program has adequately met community and department needs. Class schedules has been adequate to meet community demands. The department has seven personnel certified to teach CPR classes. The annual program appraisal indicated there were 162 individuals that participated in community CPR/AED training.

**Plan**

The community risk reduction program will continue with the scheduling and instruction of CPR and AED training. The department will evaluate the need for more CPR instructors.

**References**

CPR Instructor roster

CPR/AED course roster

Annual program appraisal

**CC 5F.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.**

### **Description**

The department conducts a formal and documented annual program appraisal. Annual appraisals focus on inputs and outputs as a comparative measure to determine whether outcome goals are met. Outputs include incident trends by risk category, NREMT personnel certifications, and training hours. Outcomes include response times, sudden cardiac arrest, and Narcan opioid overdose results. Appraisals identify service gaps or if new performance benchmarks are required. Annual appraisals support the continuous improvement model recommended by CFAI. Annual appraisals are provided to the mayor and chief operations officer for approval.

### **Appraisal**

The annual program appraisal process has worked well in comparing inputs and outputs to outcome-based objectives to determine program effectiveness. This comprehensive appraisal has provided sufficient information and empirical data to make an informed decision on team status and recommendations for improvement. Annual appraisals have been extremely effective in identifying service gaps such as baseline response time components, certifications, training, etc. Annual appraisals have effectively served two purposes; an assessment to the mayor and chief executive officer regarding discipline readiness and as a supporting document to justify funding allocation requests during the budget process.

### **Plan**

The department will continue with the processes identified to provide an EMS program. The department will continue with the current annual appraisal process. The appraisal will be dynamic allowing the accreditation manager to assess the need for more outcome-based performance measures.

### **References**

Annual Program Appraisal

## **Category 5**

### **Criterion 5G: Technical Rescue Program**

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific technical rescue programs and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

Columbus Fire and Rescue provides a technical rescue program in the disciplines of high angle rope & confined space rescue, overland search and rescue, flood rescue, and extrication. The department is consistent with National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Risk categories are established using the three axis model supported by the Commission on Fire Accreditation International (CFAI).

Technical rescue training is consistent with National Fire Protection Association 1006: Standard for Technical Rescue Personnel Professional Qualifications and National Fire Protection Association 1670: Standard on Operations and Training for Technical Search and Rescue Incidents. The technical rescue program has adequate technicians to meet each discipline risk categories. The department maintains an equipment cache to support each technical rescue discipline. Team equipment is stored on dedicated trailers at Station 2 technical rescue building.

**CC 5G.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, 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**

Columbus Fire and Rescue (CFR) provides a technical rescue program in four disciplines; high angle rope/confined space, overland search and rescue, flood rescue, and extrication. The department maintains a technical rescue program that is consistent with National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. This standard addresses stations, staffing, apparatus, and response time objectives. Risk categories are based upon the three axis model supported by the Commission on Fire Accreditation International (CFAI).

Technical training is consistent with National Fire Protection Association 1006: Standard for Technical Rescue Personnel Professional Qualifications and National Fire Protection Association 1670: Standard on Operations and Training for Technical Search and Rescue Incidents. Initial training is obtained at the state fire academy or through domestic preparedness agencies. Maintenance of skills is accomplished through in-house training. The chief of training places team training schedules on the master training calendar. Each discipline has a team goal of achieving 16 hours of annual in-house training. The chief of training sets aside two weeks for extrication refreshers. Team coordinators have the latitude to train more frequently than scheduled training. Response times were consistent with national standards or peer recognized practices. Annual program appraisals provide an overview of team performance based on a comparison between inputs/outputs and outcome based performance measures.

Each technical rescue discipline has a team coordinator who is responsible for team in-house training, and equipment accountability maintenance. Each discipline maintains an equipment cache to support incident requirements. Equipment is kept on a dedicated team trailer for quick response. All technical rescue equipment is kept at Station 2 in the

technical rescue building. Station 2 is center to other stations and has quick access to main roads that results in improved response times. The Community Risk Assessment and Standards of Cover (CRA-SOC) provides an overview of department resources and capabilities to meet program requirements.

### **Appraisal**

CFR has followed and been consistent with the above practices and standards. The three axis model has consistently established risk categories through a mathematical formula. The department has maintained technician certified personnel capable of meeting critical tasking requirements in each risk categorization. Response time performance has been consistent with national standards and practices. Discipline team leaders have been effective in maintaining equipment in a ready status through preventative maintenance and equipment replacement. Dedicated discipline prime movers and trailers have ensured quick response times. Annual program appraisals have successfully allowed the department to determine discipline effectiveness by identifying service gaps or if new benchmarks are required. It was noted that the dive rescue discipline was suspended and swift water discipline downgraded to flood rescue due to inadequate funding.

### **Plan**

The department will continue to provide technical rescue programs as identified in 5G.1. Team coordinators will work with the chief of training to ensure in-house training goals are met. The department will periodically review dive/rescue and swift water disciplines for reinstatement.

### **References**

NFPA 1710, Chapter 4 and Chapter 5  
NFPA 1006  
NFPA 1670  
CRA-SOC  
Annual Program Appraisals  
Master Training and Certification Matrix



**CC 5G.2 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.**

### **Description**

The department conducts a formal and documented annual program appraisal. Annual appraisals focus on inputs and outputs as a comparative measure to determine whether outcome goals are met. Outputs include incident trends by risk category, personnel certifications, training hours, and response time elements. Appraisals identify service gaps or if new performance benchmarks are required. Annual appraisals support the continuous improvement model recommended by CFAI. Annual appraisals are provided to the mayor and chief operations officer for approval.

### **Appraisal**

The annual program appraisal process has worked well in comparing inputs and outputs to outcome-based objectives to determine program effectiveness. This comprehensive appraisal has provided sufficient information and empirical data to make an informed decision on team status and recommendations for improvement. Annual appraisals have been extremely effective in identifying service gaps such as baseline response time components, training, etc. Annual appraisals have effectively served two purposes; an assessment to the mayor and chief executive officer regarding discipline readiness and as a supporting document to justify funding allocation requests during the budget process.

### **Plan**

The department will continue with the processes identified to provide a technical rescue program. The department will continue with the current annual appraisal process. The appraisal will be dynamic allowing the accreditation manager to assess the need for more outcome-based performance measures.

### **References**

Annual Program Appraisal

## **Category 5**

### **Criterion 5H: Hazardous Materials (Hazmat) Program**

The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific hazardous materials program and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

Columbus Fire and Rescue provides a hazardous materials program at the operations level. The department is compliant with federal regulations 29 CFR 1910.120: Hazardous Waste Operations and Emergency Response and National Fire Protection Association (NFPA) 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction. The Mississippi State Fire Academy provides awareness and operations level training as part of the basic fire fighter curriculum.

The department maintains a Federal Emergency Management Agency Type 3 equipment cache. Equipment is kept on a dedicated prime mover and trailer for quick response. All hazardous material resources are kept at Station 2 in the technical rescue building. Even though each shift has sufficient technicians to meet risk categories, the hazardous materials program was downgraded to operational tasks only. This decision was based on a vacant team coordinator position, outdated equipment, lack of preventative maintenance, and lack of in-house technician level training.

**CC 5H.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, 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**

Columbus Fire and Rescue provides a hazardous materials program at the operations level. Risk categories are based on the three axis model supported by the Commission on Fire Accreditation International (CFAI). These categories are used to determine critical tasking requirements. All personnel are trained to the awareness and operations level as part of the basic fire fighter curriculum taught at the Mississippi State Fire Academy. The department has 52 personnel trained to the awareness and operations level, 42 personnel trained to the Technician I and 17 personnel trained to Technician II certification.

The department maintains a Federal Emergency Management Agency Type 3 equipment cache. Equipment is kept on a dedicated prime mover and trailer for quick response. All hazardous materials are kept at Station 2 in the technical rescue building. Station 2 is center to other stations and has quick access to main roads that results in improved response times. Staffing requirements, response times, apparatus, and deployment objectives are identified in the CRA-SOC.

### **Appraisal**

Prior to 2019, the department provided a technician level program serving as the primary response agency for the city and Lowndes County as well as a participant in the Golden Triangle Hazardous Materials Response Team, a regional alliance comprised of members from the Starkville Fire Department and West Point Fire Department. The department was also a member of Mississippi Task Force 2. The program was downgraded to an operational response capability due to several factors that included the resignation of the team coordinator, out-of-date equipment, lack of preventative maintenance, and no in-house technician level training. The department is currently dependent on requested mutual aid responses from the regional team and the Mississippi task force. The department will support these mutual aid resources in all assignments and tasks that are

considered operational in nature as outlined in National Fire Protection Association 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction. Currently the hazardous materials program has a new team coordinator in place and has started the process of identifying equipment needs and performing preventative maintenance.

### **Plan**

The department will continue to assess the hazardous materials program with the objective of upgrading the team's status to technician level capabilities. The chief of training will incorporate technician level training in the 2024 training cycle.

### **References**

FEMA Equipment Typing Guide

CRA-SOC

Annual Program Appraisals

NFPA 472

Master Training Schedule

5H.2 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 department is compliant with federal regulations 29 CFR 1910.120: Hazardous Waste Operations and Emergency Response, National Fire Protection Association (NFPA) 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction., and the Mississippi State Rating Bureau. The Mississippi State Fire Academy provides awareness and operations level training as part of the basic fire fighter curriculum. The MS State Rating Bureau requires 6 hours of annual training at the awareness and operations level while the department set an in-house goal of 24 hours for technician personnel. The department included heavy metal testing of all personnel as part of the 2021 annual physical examinations conducted by North Greenville Cardiac and Fitness. The department maintains exposure forms as part of its Occupational Health and Safety program.

### **Appraisal**

The above processes have adequately met department needs. Minimum training requirements have been clearly identified. All line personnel have been trained to the awareness and operations level except for recent new hires. As identified in 5H.1, the department downgraded its technician level response capability to the operations level and is limited to providing support in all assignments and tasks that are considered operational in nature as outlined in NFPA 472. The department tested all personnel for heavy metals that established a baseline for personnel and will be tested at five year intervals.

### **Plan**

The department will remain compliant with federal, state, and local regulations and mandates. The department will continue to provide an operations level capability. The chief of training will incorporate technician level training as part of the 2024 training cycle. The department will periodically review the hazardous materials program for reinstatement at the technician level.

**References**

29 CFR 1910.120: Hazardous Waste Operations and Emergency Response

NFPA 472

Mississippi State Rating Bureau Training requirements

North Greenville Cardiac and Fitness Annual Physicals

**CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.**

### **Description**

The department conducts a formal and documented annual program appraisal. Annual appraisals focus on inputs and outputs as a comparative measure to determine whether outcome goals are met. Inputs list department resources, funding allocations, and physical infrastructures. Outputs include incident trends by risk category, personnel certifications, training hours, and response time table documentation. Outcome based objectives identify goals set by the department to measure program effectiveness. Conclusion summaries provide a narrative assessment of program needs and effectiveness. Appraisals identify service gaps or the need to adjust outcome benchmarks. Annual appraisals support the continuous improvement model recommended by CFAI. Annual appraisals are provided to the mayor and chief operations officer for approval.

### **Appraisal**

The annual program appraisal process has worked well in comparing inputs and outputs to outcome-based objectives to determine program effectiveness. This comprehensive appraisal has provided sufficient information and empirical data to make an informed decision on team status and recommendations for improvement. Annual appraisals have been extremely effective in identifying service gaps such as baseline response time components, training, etc. Annual appraisals have effectively served two purposes; an assessment to the mayor and chief executive officer regarding discipline readiness and as a supporting document to justify funding allocation requests during the budget process.

### **Plan**

The department will continue with the processes identified to provide a hazardous materials program at the operations level. The department will evaluate the program to determine the feasibility of upgrading response to the technician level,

### **References**

Annual Program Appraisals

## **Category 6: 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, 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 in this category.



**Criterion 6A: Physical Resources Plan**

Development and use of physical resources are consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

**Summary:**

Columbus Fire and Rescue has identified goals and objectives that support department programs and services in its strategic plan. Goal 1 of the plan is dedicated to facilities, apparatus, and equipment. The department maintains a 5 year operational budget that is primarily dedicated to programs and service deliveries. The department maintains a 10 year capital improvement plans that primarily identifies when the replacement of stations, apparatus, and other costly investments are due. The mayor, chief operations officer, and chief financial officer work closely with the fire chief to achieve long term planning goals.

6A.1 The development, construction or purchase of physical resources is consistent with the agency's goals and strategic plan.

### **Description**

Columbus Fire and Rescue maintains or purchases infrastructure and resources that is consistent with the goals and objectives identified in the strategic plan. Goal 1 of the strategic plan is dedicated to facilities, apparatus, and equipment. The department maintains a 10 year capital improvement plan that identifies when stations, apparatus, and costly equipment replacement is due.

### **Appraisal**

The processes used above have adequately met department needs. The department has used the 10 year capital improvement plan as internal documentation to project future expenses and serves as job aids when developing funding allocations for the next fiscal year. These budgets are consistent with meeting the department's goals and objectives.

### **Plan**

The department will continue to use the above processes in budget development and implementation. The department will use the 10 year capital improvement budget as justification of budget requests to the governing body.

### **References**

Strategic Plan

CRA-SOC

FY 2024 CIP / Operational Budget

**CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.**

**Description**

The department maintains infrastructure planning through the development and implementation of the strategic plan. The strategic planning committee is comprised of personnel from all ranks and command staff personnel. Infrastructure planning is provided for in Goal 1 of the strategic plan. The department is aided in the strategic planning process using its 10 year capital improvement plan. The governing body is part of the process through budget allocations and budget adoption. The mayor, chief operations officer, and chief financial officer are part of infrastructure planning once needs are realized.

**Appraisal**

The inclusion of department command staff, line personnel, and the governing body in facility planning has adequately met department needs in the planning of physical facilities. The strategic plan has included infrastructure planning in Goal 1. The 10 year capital improvement plan has provided a scheduled replacement date of infrastructure and resources.

**Plan**

The department will monitor facility planning through the processes in place. The department will continue with its proactive practices to keep the governing body informed.

**References**

Strategic plan

FY 2024 Budget

**Criterion 6B: Fixed Facilities**

The agency designs, maintains and manages fixed facility resources that meet the agency's goals and objectives.

**Summary:**

Columbus Fire and Rescue maintains seven fixed facilities to support department programs and services. These buildings include five stations, one technical rescue equipment building, and one shared storage building. Fixed facilities are designed to adequately support current and future needs. Department facilities were built to meet applicable federal, state, and local codes and ordinances at time of construction. Presently, three department facilities are compliant with ADA Accessibility Guidelines (ADAAG) regarding common use spaces. The city formed a committee to review city facilities that do not meet ADAAG requirements. The department addresses station maintenance and care through two policies. These policies ensure stations are adequately cleaned and preventative maintenance measures are in place. These processes ensure stations are safe and operable condition.

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, prevention, training, support services, and administration).

### **Description**

Columbus Fire and Rescue maintains five stations, a technical rescue equipment building, and a shared storage building with city and county law enforcement agencies. The construction of Station 4 allowed the department to move its command staff to a central location. Station 4 features a dedicated training room with audio/visual equipment. The community risk assessment and standards of cover (CRA-SOC) provides a list of stations with their assigned apparatus.

### **Appraisal**

The department has stations and buildings to support administrative and operational needs. Each station is adequate for apparatus. Stations 2, 3, and 4 were constructed with drive through bays. The construction of Station 4 allowed the department to move its command staff to a single location that has effectively improved communication and coordination of activities. The technical rescue building has approximately 6,000 square feet and is capable of housing technical rescue resources. The training room has significantly upgraded training needs.

### **Plan**

The department will continue to evaluate the effectiveness of its current facilities. This evaluation will continue as part of the annual strategic plan review and capital improvement plan.

### **References**

Strategic plan

CRA-SOC

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**

Department Policy 601.01: Station Care and Maintenance address station maintenance and care. This policy ensures that stations and surrounding grounds are kept clean by daily and weekly cleaning schedules. Station personnel maintain surrounding grounds. Department Policy 601.02: Facility Maintenance and Reporting lists procedures to be used to report any problems found. This policy ensures that facilities are maintained in a safe manner and the building and equipment perform as designed. Problems are reported to the shift battalion chief and is documented in the captains and battalion chief's daily journal for documentation purposes. The battalion chiefs inspect stations on the first Saturday of each month with the form provided for in Department Policy 601.01.

### **Appraisal**

These policies have effectively met department needs in caring for and maintaining current facilities. Station personnel perform a comprehensive "field day" cleaning on the first Monday of each month. The battalion chief monthly inspections have adequately identified potential problems. Department Policy 601.02 has provided a means to identify major station repairs. This process has been adequate to request funding from the governing body for repair in the current or next fiscal year.

### **Plan**

The department will continue with the processes identified. The review of policies will allow the department to amend procedures as necessary.

### **References**

Department Policy 601.01

Department Policy 601.02

Station Daily Journal

Battalion Chief Daily Journal

- 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**

The department is compliant with applicable federal laws, state regulations, and local ordinances at the time of construction. Remaining compliant with these laws is part of the plans review process by the city's Building and Inspection Department. Station 2, Station 3, and Station 4 is compliant with the American with Disabilities Act accessibility to common use spaces. Station 4 installed an elevator to comply with ADA requirements. The department installed vehicle exhaust removal systems in all stations after receiving an Assistance to Firefighters Grant in 2021. The city's insurance carrier performs a safety audit of city buildings on an annual basis.

### **Appraisal**

All department facilities except for Station 2, Station 3, and Station 4 were constructed prior to 1990. These stations met federal, state, and local building codes and ordinances at time of construction. These stations have not been altered or remodeled since. The department installed an elevator at Station 4 to accommodate access to the administrative offices on the second floor. The safety audits have identified problems that could injury personnel or the public. The installation of vehicle exhaust removal systems have eliminated potential exposures to carcinogens in vehicle exhausts. These processes have sufficiently met department needs.

### **Plan**

The department will remain compliant with laws, regulations, and ordinances in the construction of facilities. The department will work with the Building and Inspection Department during the plans review process. The department will correct any issues found during the safety audits.

**References**

ADA Common Areas

AFG Grant: Vehicle exhaust removal systems

City Audit of facilities



## **Criterion 6C: Apparatus and Vehicles Maintenance**

Apparatus and vehicle resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

### **Summary:**

Columbus Fire and Rescue maintains apparatus to support program needs and meet service delivery objectives. Each apparatus is strategically placed based upon stated levels of service, response coverage objectives, and to mitigate specific hazards found within the station's district. Response coverage standards are based on response time performance objectives consistent with the Commission on Fire Accreditation International recommendations. The department maintains eight frontline apparatus for fire suppression operations, four prime movers and trailers for technical rescues, and nine vehicles for administrative purposes.

Apparatus replacement is based on rating provisions established by the MS Rating Bureau. Apparatus replacements are part of the department's capital improvement plan. The department replaces command staff and support vehicles on an as needed basis. All apparatus replacement requests are subject to Mayor/Council approval. Apparatus specifications for new apparatus are written by the department's Apparatus Committee. This committee is comprised of department members that provide for a diversity of experience and ideas.

**CC 6C.1 Apparatus and vehicle types are appropriate for the functions served  
(e.g., operations, staff support services, specialized services and  
administration).**

**Description**

Columbus Fire and Rescue maintains apparatus and support vehicles to meet operational and administrative functions. Apparatus meet National Fire Protection Association 1901: Standard for Automotive Apparatus guidelines. Front line apparatus is comprised of six pumpers, one aerial platform, and one tanker. Command staff and support vehicles consist of nine sport utility vehicles, pick-up trucks, and cars. There are four technical rescue prime movers. The department also has one communication RV provided by the Department of Homeland Security.

**Appraisal**

The department has maintained operational apparatus and administrative vehicles to adequately meet department needs. There are two pumpers that are nearing the end of life cycles. The department may extend life cycles but will incur deficit points by the MS State Ratings Bureau. The department has used three Assistance to Firefighters Grants to purchase pumpers. Apparatus are assigned to stations based on their capabilities and to meet district hazards. Prime movers are adequate to tow technical rescue trailers and other homeland security equipment. Each command staff member has an assigned vehicle. The remaining vehicles are primarily used for logistical purposes, out-of-jurisdiction training, homeland security deployments, and out-of-state training.

**Plan**

The department will maintain an apparatus fleet to support operational and administrative needs. The fire chief will evaluate the need for additional apparatus during the strategic plan review or budget hearings.

**References**

CRA-SOC, page 25

NFPA 1901

Apparatus Inventory List

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, department needs and requirements.

### **Description**

MS Code Annotated §83-3-24 requires that the MS State Rating Bureau (MSRB) shall consider “mileage, condition, and maintenance” rather than age as the primary factors for apparatus replacement. The MSRB recommends primary or first due units having a custom chassis be replaced after 20 years of service due to chassis weakening, motor performance, parts deterioration, and parts availability. The MSRB will not give full credit for apparatus past 20 years of service. No credit will be given for apparatus past 25 years of service. The department considers a replacement schedule as part of its capital improvement plan, strategic planning, and during pre-budget hearings. Support vehicle replacements are on an as needed basis.

### **Appraisal**

The replacement schedule of apparatus has met department needs. All apparatus have been constructed on a custom chassis which provides for maximum service allowance. The oldest apparatus was placed in service in 2007. The use of AFG grants allowed the department to improve reliability and repair down times by replacing older apparatus. The department has effectively developed an apparatus and vehicle replacement schedule using the capital improvement plan, strategic plan, and pre-budget hearings.

### **Plan**

The department will continue to follow MSRB recommendations for apparatus replacement. Apparatus replacement schedules will continue to be identified in the capital improvement and strategic plan. The fire chief will replace command staff and support vehicles on an as needed basis.

### **References**

MS Code Annotated §83-3-24

Strategic Plan

Department Apparatus – Support Vehicles – Other

MS State Rating Bureau Fire Apparatus Lifespan & Replacement Letter  
FY 2024 Budget CIP & Operational

6C.3 A process exists for writing apparatus and vehicle replacement specifications with employee input.

### **Description**

The department maintains an apparatus committee that is responsible for writing apparatus specifications based on personnel inputs. The committee is comprised of command staff and personnel from all ranks within the department. Once a bid is awarded a manufacturer vendor/representative will meet with the committee in a step by step process to ensure all specifications and department requests are addressed using a standard template meeting NFPA 1901 standards. The committee will travel to the manufacturer's plant during the construction phase to ensure the apparatus is built to department specifications.

### **Appraisal**

The use of a formal committee in writing apparatus specifications has adequately met department needs. The diversity of the committee has provided for a wide range of knowledge and experience. During a construction visit for the 2013 apparatus, the committee noted an error by the manufacturer in omitting one piece of equipment identified in the specifications. This oversight was corrected.

### **Plan**

The department will continue to use a diverse committee in writing apparatus specifications. The committee will coordinate meetings and other activities with the vendor/representative.

### **References**

Apparatus Specification Document

MS Code Annotated §83-3-24

MSRB Apparatus Lifespan / Replacement

## **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:**

Columbus Fire and Rescue has implemented an apparatus maintenance program based on preventative maintenance, repairs, and scheduled inspections and testing. The city shop is responsible for apparatus maintenance and repairs. The department can perform limited general repairs such as bulb and fluid replacement. Preventative maintenance and inspections are based upon manufacturer's recommendations.

The city shop is capable of meeting city and department needs regarding apparatus maintenance and repair needs. The facility is separated into a light and heavy duty section. Each section contains equipment, tools, and diagnostic equipment needed to make repairs. The city shop is staffed with qualified personnel trained in gasoline, diesel, and hydraulic repair. The city shop manager is assisted by two lead mechanics, four general mechanics, one tire man, and an administrative assistant. Repairs are performed when work requests are submitted by the department. This work request process allows for proper repair documentation and allows for repair accountability.

The department maintains an internal maintenance program. Apparatus checks, preventative maintenance, and inspections/testing are in accordance with department policies. Apparatus inspections and testing (aerial inspections/checks, pump tests) are performed following manufacturer recommendations. Structural certification testing of aerial and ground ladders are conducted by a licensed 3<sup>rd</sup> party vendor. The department maintains one reserve apparatus to be used when a front line apparatus is taken out of service for preventative maintenance or repairs.

**CC 6D.1 An apparatus maintenance program is established.**

**Description**

The city shop maintains an apparatus maintenance program. The department performs general maintenance such as fluid and bulb replacement. The city shop is responsible for performing preventative maintenance, repairs, and scheduled testing. The department submits requests to the city shop for repairs. This work request process allows for proper repair documentation and allows for repair accountability. The shop and department maintains a set of apparatus maintenance manuals that identifies manufacture recommendations with regards to maintenance schedules and testing cycles. The inspection and maintenance of apparatus is consistent with National Fire Protection Association 1910: Standard for the Inspection, Maintenance, Testing, and Retirement of In-service Emergency Vehicles.

The department performs daily and weekly maintenance checks of apparatus in accordance with Department Policy 602.01: Daily Apparatus and Equipment Check and Department Policy 602.02: Apparatus Preventative Maintenance. Daily apparatus checks include inspections for apparatus damage, visual and audible warning devices, fuel level, pump operations, tire checks, etc. Weekly apparatus checks requires a more in-depth check that includes bleeding air tanks, battery checks, operate aerial devices, operate all discharge and drain valves, etc. This policy also lists repair procedures and what requires immediate action. Personnel perform scheduled testing of apparatus to include annual pump testing that is addressed in Department Policy 602.03: Apparatus Pump Testing.

**Appraisal**

The current maintenance program has met department and city shop needs. The city shop has scheduled preventative maintenance based on a 4,000 mile cycle or manufacturer recommendations. The daily and weekly apparatus checks have been effective for ensuring apparatus reliability and for identifying apparatus problems. Department personnel have been allowed to perform limited general repairs such as bulb replacements, adding engine fluids, etc. The department has completed request forms as documentation for repairs. Apparatus repairs, for the most part, have been handled in a timely manner. It

was noted that there has been a continuing issue with apparatus being sent back to the shop for the same initial problem.

**Plan**

The department and city shop will continue with the processes in place. The department will continue to work with the city shop regarding the repair issue.

**References**

Department Policy 602.01

Department Policy 602.02

Department Policy 602.03

NFPA 1911

Pierce and E-One Apparatus Manuals (on site)



6D.2 The maintenance and repair facility has adequate space and is equipped with appropriate tools.

### **Description**

The city maintains a dedicated facility that is cable of maintenance and repairs for all city vehicles. The facility is approximately 200'L X 75' W for a total of 14,250 square feet. The facility is separated into light and heavy duty repair sections. The light duty section (9000 sq. ft.) is comprised of 6 bays that includes a above ground lift, one drive over pit, a parts supply room, and an administrative office. This section repairs city fleet vehicles to include pick-ups, sedans, etc. The heavy duty section (5250 sq. ft.) is comprised of 4 bays with drive through capabilities. This section repairs the city's heavy machinery and will accommodate all department apparatus. Each section is equipped with a variety of repair equipment that includes hydraulic jacks, welders, tire repair, and diagnostic instruments. Mechanics buy their hand tools. The shop outsources body work, front end alignments, or complex repairs (i.e. apparatus pumps) using third party repair facilities or authorized manufacturer repair centers.

### **Appraisal**

The repair facility has adequately met city and department needs. The heavy duty section was added in 2005. This addition enhanced maintenance and repair capabilities by providing a climate controlled space capable of repairing all city machinery and apparatus. This section also provided for a drive through capability that made available room to maneuver apparatus.

### **Plan**

The city will maintain the repair facility. The garage manager will make facility recommendations as required.

### **References**

City garage aerial image

City of Columbus Inventory List

6D.3 The program is adequately staffed, supervised, trained and certified to meet the agency's needs.

### **Description**

The shop manager is a full time position in the city having department head status. The shop manager is assisted by a shop supervisor and assistant supervisor. The shop has nine full time personnel that includes the shop manager, a diesel and gas mechanic, four mechanic II, a small engine repairman, and a tire man. One mechanic is Automotive Service Excellence (ASE) certified. The shop has provisions for apparatus repair outside of normal work hours. The shop outsources body work, front end alignments, or complex repairs (i.e. apparatus pumps) using third party repair facilities or authorized manufacturer repair centers.

### **Appraisal**

The shop has employed mechanics that can perform preventative maintenance and repairs on department apparatus and vehicles. The shop has made repairs to apparatus and vehicles in a timely manner. If the maintenance or repair of apparatus is beyond the shop's capabilities, a third party repair facility or authorized manufacturer repair facility is used. It was noted that there has been a continuing issue with apparatus being sent back for the same issues. It was also noted that no mechanics are certified as emergency vehicle technicians (EVTs).

### **Plan**

The city shop will continue to make apparatus repairs in-house, outsource to third party repair facilities, or contract with authorized manufacturer repair centers when necessary. The shop manager will assess the need for mechanics to become EVT certified.

### **References**

City Shop Job Descriptions

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place for when an apparatus must be taken out of service.

### **Description**

The department maintains one reserve pumper and one reserve aerial platform to be used when front line apparatus are taken out of service for preventative maintenance or repair. The reserve apparatus is pre-loaded with a full complement of attack and supply hose and ground ladders. Basic tools, extinguishers, self-contained breathing apparatus must be taken off the frontline apparatus. The reserve apparatus is housed at Station 2 in the technical rescue building. Reserve apparatus is checked as part of the Weekly Preventative Maintenance Checks outlined in Department Policy 602.02: Apparatus Preventative Maintenance. The reserve apparatus' fire pump is tested on an annual basis.

### **Appraisal**

The reserve apparatus has met department needs. Pre-loading apparatus have limited delays in placing apparatus in service. Reserve apparatus are subject to weekly apparatus checks, preventative maintenance, and annual tests. These checks ensure apparatus reliability.

### **Plan**

The fire department will continue with the current processes to maintain a reliable reserve fleet.

### **References**

Department Policy 602.02

Reserve Weekly Maintenance Sheets

Reserve Equipment List

Reserve Annual Pump Test

**CC 6D.5 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meets the needs of the agency.**

### **Description**

The city shop manager is responsible for scheduling preventative maintenance, apparatus repairs, and emergency repair during non-work hours. The department performs daily and weekly inspections based on Department Policy 602.01: Daily Apparatus and Equipment Check and Department Policy 602.02: Apparatus Preventative Maintenance. The department performs apparatus testing per manufacturer recommendations. This testing includes annual pump certification per Department Policy 602.03: Apparatus Pump Testing guidelines. Apparatus tests that are outside of department and city shop capabilities are performed by third party vendors.

MS Code Annotated §83-3-24 requires that the MS State Rating Bureau (MSRB) shall consider “mileage, condition, and maintenance” rather than age as the primary factors for apparatus replacement. The MSRB recommends primary or first due units having a custom chassis be replaced after 20 years of service due to chassis weakening, motor performance, parts deterioration, and parts availability. The MSRB will not give full credit for apparatus past 20 years of service. No credit will be given for apparatus past 25 years of service.

### **Appraisal**

The processes identified have been adequate to meet department needs. The city shop has implemented procedures for apparatus maintenance and repair. The city shop maintains tools and equipment necessary for repairs. Department policies have clearly provided inspection steps to be taken. Daily and weekly apparatus checks have provided for identification of problems in a timely manner that ensures each apparatus responds and operates in a safe and efficient manner. Department request forms have proven effective in tracking apparatus repairs and being able to determine repair issues or trends. Policies have provided consistency in performing checks and inspections that supports apparatus reliability.

**Plan**

The department and city shop will continue with a preventative maintenance and repair program that keeps apparatus in service. Department policies will be reviewed on an annual basis.

**References**

Department Policy 602.01

Department Policy 602.02

Department Policy 602.03

Apparatus pump tests

MSRB Apparatus replacement schedule

### **Criterion 6E: Tools, Supplies and Small Equipment**

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

#### **Summary:**

Columbus Fire and Rescue outfits each apparatus with equipment and tools to meet program needs. Each apparatus is equipped with a standardized equipment cache based upon National Fire Protection Association (NFPA) 1901: Standard for Automotive Fire Apparatus. The department maintains specialized tools and equipment to meet program goals such as auto extrication equipment. An equipment inventory check is completed daily in accordance with department policy.

The department maintains a tool and equipment replacement schedule based on fixed schedules, life expectancy, and damage. These replacement schedules have allowed for adequate budget allocations. The department performs general maintenance and testing of equipment following department policies and manufacturer recommendations. The department maintains equipment and tool accountability through daily equipment checks. Equipment and tools are color coded to identify apparatus assignment.

6E.1 Tools and equipment are distributed appropriately, are in adequate quantities and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).

### **Description**

Each apparatus is equipped with standardized basic tools, attack and supply hose, equipment, and appliances necessary to support emergency operations. Apparatus inventory is consistent with National Fire Protection Agency (NFPA) 1901: Standard for Automotive Fire Apparatus. Two apparatus are equipped with extrication tools based on their proximity to major transportation routes. Each apparatus is equipped with a basic trauma bag, oxygen tanks, and automatic external defibrillators to support emergency medical service incidents. Apparatus tools and equipment are inventoried each morning per Department Policy 602.01: Daily Apparatus and Equipment Check. The department maintains a budget line item for the purchase of tools, equipment, etc. The department maintains hazardous materials and technical rescue equipment to meet incident needs.

### **Appraisal**

The tools and equipment placed on apparatus and at each station have adequately meet department and program needs. The department has maintained tools and equipment following NFPA 1901 standards and, in some cases, exceeded this standard. Daily equipment checks have ensured that all equipment is present. The department has purchased tools and equipment to address district hazards such as a high rise kit that includes a Cleveland hose pack and rapid intervention team (RIT) kits. The department was able to make equipment purchases through Assistance to Firefighters Grant that included self-contained breathing apparatus (SCBA), thermal imagers, and nozzles for 1  $\frac{3}{4}$  and 2  $\frac{1}{2}$  hose.

### **Plan**

The department will continue to equip apparatus and stations with tools and equipment necessary to achieve program objectives. The department will continue to monitor advancements in technology in tools and equipment that will improve service delivery.

**References**

Department Policy 602.01

Apparatus Equipment Inventory List

NFPA1901, Chapter 5 and 8

FY 2024 CIP & Operational budget



6E.2 Tool and equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

### **Description**

The department implements a tool and equipment replacement schedule to meet program needs. The replacement schedule is based on fixed cycles such as the annual replacement of fire hose, life expectancy to include SCBA composite bottles, and replacement due to damage. The chief of training is responsible for maintaining the replacement schedule and making purchases with the approval of the fire chief. The replacement program is part of the annual budget process.

### **Appraisal**

The replacement program has adequately met department needs. Attack hose on each apparatus is replaced every 5 years and supply hose every 10 years. SCBA bottles have been replaced every 15 years due to life expectancy requirements. Damaged tools and equipment has been replaced on an as needed basis and included in annual budget allocations. Each of these replacement processes has ensured that equipment is replaced on a fixed schedule or as needed. These replacement cycles have allowed for adequate budget planning.

### **Plan**

The department will continue to replace tools and equipment using the processes currently being used. The replacement program will continue to be part of the annual budget process and funded accordingly.

### **References**

FY 2024 CIP & Operational Budget

Apparatus Equipment / Tool inventory

Department Policy 602.01

**CC 6E.3      Equipment maintenance, testing and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.**

**Description**

The department maintains a schedule to perform maintenance, testing, and inspections based on the manufacturer recommendations. General maintenance is accomplished through daily apparatus equipment checks and apparatus preventative maintenance outlined in Department Policies 602.01 and Department Policy 602.02. The department performs annual tests on apparatus pumps and hoses outlined in Department Policy 602.03 and Department Policy 603.02. Personnel are qualified to perform maintenance and testing through NFPA 1002: Standard for Fire Apparatus Driver/Operator Professional Qualifications. The department has personnel that are qualified to perform general maintenance and repair of SCBAs. Certified third party vendors perform tests that is beyond the capabilities of the department and city shop such as aerial and ground ladders and extrication equipment. Third party vendors have been used for repairs beyond the capabilities of the department or city shop.

**Appraisal**

The maintenance, testing, and inspection of tools and equipment have effectively met department needs. Personnel can perform general maintenance, testing, and inspection of equipment through experience or NFPA certifications. The city shop has personnel certified in small engine repair that includes ventilation fans, chain saws, etc. The department uses authorized vendors for maintenance or repairs beyond department or city shop capabilities.

**Plan**

The department will continue to follow department policy regarding equipment inspection, testing, and maintenance. The fire chief will assess the current processes and make changes based on department needs.

**References**

Policy 602.01, Policy 602.02, Policy 602.03, Policy 603.02

Third party vendor invoices

6E.4 Inventory control and maintenance tracking systems are in place and current.

### **Description**

The department maintains a standardized equipment inventory and maintenance checklist for each apparatus. Department engineers are required to perform this check at the beginning of each shift as outlined in Department Policy 602.01 and Department Policy 602.02. Equipment and tools are colored coded for ease of recognition, especially during structure fires where multiple apparatus equipment/tools are used. Any missing inventory is reported to the station captain. The captain or engineer will complete a request form for tool replacement to the chief of training.

### **Appraisal**

The current inventory and tracking system has adequately met department needs. The daily checks have provided for quick accountability of missing items as well as serving as documentation for issues identified during basic maintenance checks. The color coding of each piece of equipment has ensured that all equipment and tools are returned to the appropriate apparatus. It was noted that the department's record management system has documentation capabilities but is not being utilized at this time. It was also noted that department iPads have the capability to electronically check inventories and download the information into the department's record management system.

### **Plan**

The department will maintain its procedures for checking inventories and performing general maintenance through hardcopy documentation. The fire chief and chief of training will review the processes for incorporating the iPads into these checks.

### **References**

Department Policy 602.01

Department Policy 602.02

SCBA Bottle Inventory

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, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

### **Description**

The department maintains limited supplies and materials such as low cost basic fire suppression tools (spanner wrenches, hand tools, etc.), engine oil, and diesel exhaust fluid (DEF). The department purchases other items as approved by the fire chief. The department maintains a budget line item for these purchases. The department maintains an account through the Golden Triangle Regional Hazardous Materials team. Any purchases must have the approval of team agencies. The Lowndes County Emergency Management Agency Director maintains this account.

### **Appraisal**

The above processes have adequately met department needs. The department has kept basic supplies and materials that are considered low cost items. The department has maintained local vendor accounts for supply and materials purchased. The department does not have the funding to maintain inventories with items that are considered cost restrictive. The department has not been affected by supply chain issues to date.

### **Plan**

The department will continue with the current processes identified. The fire chief will approve supplies and materials purchases as necessary. The fire chief will maintain a supply and materials inventory as the budget allows.

### **References**

Apparatus equipment inventory list

Supply / materials purchase invoice

Hazardous materials purchase invoice

**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 and related equipment (e.g., self-contained breathing apparatus).

**Summary:**

Columbus Fire and Rescue maintains safety equipment to meet department programs and services. Safety equipment is consistent with national standards and local standards. The department uses effective processes to prioritize safety equipment needs that allows for adequate budget allocations. Personnel are issued safety equipment based upon job responsibilities and function. The department has in place policies that guide the testing, maintenance, and inspection of safety equipment. Safety equipment is repaired by department personnel that are certified or by authorized vendors.

**CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.**

**Description**

The department provides safety equipment to personnel based on job requirements and functions. The department is consistent with NFPA standards related to firefighter turnout ensembles and safety equipment (NFPA 1800 and 1900 series). Department Policy 201.05: Personal Protection Equipment and Department Policy 201.09: SCBA addresses the use of safety equipment and structural firefighting ensembles. Department personnel are issued a complete set of structural firefighting gear, a self-contained breathing apparatus (SCBA) mask, a handheld radio, and handheld flash light at time of hire. The department maintains common use safety equipment on apparatus that includes SCBAs, forward looking infrared (FLIR) thermal imagers, reflective safety vests, and body substance isolation (BSI) kits for emergency medical service incidents (EMS). The fire marshal is issued hard hats, respirators, and coverall for fire investigations. Technical rescue disciplines maintain safety equipment specific to program needs.

**Appraisal**

The department has adequately provided safety equipment that is consistent with NFPA standards and department policies. The department has issued individual equipment or provided common equipment kept on apparatus such as SCBAs, safety vests, etc. This equipment has allowed personnel to perform their assigned tasks in a safe and effective manner. The department has considered emerging technologies and research to improve the overall safety and welfare of personnel that included particulate firefighting hoods. Baby wipes have been placed on apparatus to reduce exposures to cancer causing agents. The chief of training has maintained an inventory of safety equipment such as gloves, helmets, hoods, etc. The department initiated a firefighting turnout replacement cycle to ensure all personnel will have 2 sets of gear. The department replaced its thermal imagers in 2022 with an upgraded forward looking infrared (FLIR) thermal imagers.

**Plan**

The department will continue to identify and provide safety equipment to personnel that is consistent with national, state, and department standards.

**References**

Department Policy 201.05

Department Policy 201.09

FF Orientation Booklet

Fire fighter PPE spreadsheet with turnout replacement schedule

6F.2 Distributed safety equipment is adequate for the functions performed.

### **Description**

The department provides safety equipment to personnel based on job functions and tasks. Safety equipment is consistent with national standards relevant to fire suppression, EMS, hazardous materials, and technical rescue disciplines. This equipment is consistent with Department Policy 201.05: Personal Protection Equipment and Department Policy 201.09: SCBA. The department maintains common use safety equipment on apparatus that includes SCBAs, reflective safety vests, and body substance isolation (BSI) kits for emergency medical service incidents. Hazardous materials and technical rescue safety equipment is maintained on dedicated discipline response trailers located at Station 2. The department monitors technological changes in safety equipment.

### **Appraisal**

Safety equipment has been adequate to meet department needs. The department has been vigilant in ensuring safety equipment has been consistent with national standards. The department purchased particulate hoods to limit personnel exposure to cancer causing carcinogens. The department has implemented a turnout replacement schedule to ensure turnout ensembles are functional and to provide personnel with a second turnout set. The department purchased new SCBAs in 2021 due to equipment failures of the old SCBA packs. The purchase of FLIRs in 2022 has provided a significant upgrade of older units.

### **Plan**

The department will continue with its current process to ensure all safety equipment meets national standards. The department will continue to assess new market products to determine their value for use.

### **References**

Department Policy 201.05

Department Policy 201.95

SCBA purchase invoice

FLIR purchase invoice



6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and adequate to meet the agency's needs.

### **Description**

The chief of training is responsible for implementing a scheduled replacement plan for safety equipment except for SCBA and SCBA mask inventories, which is the responsibility of the assistant chief. The replacement schedule is based on fixed cycles such as the annual replacement of fire hose, life expectancy of equipment to include SCBA composite bottles and turnout gear, or replacement due to damage. Firefighter turnout gear is replaced every five years. Replacement of safety equipment for the technical rescue and hazardous materials program is identified through annual specialty team program reports. The department maintains two line items dedicated to safety equipment purchases.

### **Appraisal**

The processes used have adequately met department needs. The chief of training has established a replacement schedule that has been effective in prioritizing safety equipment needs and projecting anticipated costs relevant to budget allocations. The replacement of turnout gear every five years has two advantages; ensures firefighters have a second set of gear and it allows the department to maximize the 10 year life expectancy. The department has maintained two budget line items for the purchase of safety equipment. The chief of training replaced 50% of handheld flashlights which had improved safety features. It was noted that the purchase of firefighter turnouts and fire hose represented 70% of the budget. The remaining percentage is dedicated to personal protection equipment and EMS supplies leaving little funds for the purchase of safety equipment that has been damaged.

### **Plan**

The department will continue to purchase safety equipment with current processes. The department will continue to seek other funding mechanisms for safety equipment.

### **References**

FY 2024 CIP & Operational Budget  
Safety equipment budget projections

6F.4 Safety equipment maintenance, testing and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

### **Description**

The department utilizes personnel that have been trained and certified in the maintenance, testing, and inspection of safety gear. The chief of training is responsible for the annual inspection of the turnout gear ensemble. General care and cleaning of turnout gear is the responsibility of the individual with procedures outlined in Department Policy 604.02: Firefighting Protective Ensembles – Care and Maintenance. The laundering of turnout gear is accomplished using a washing extractor located at Station 1. A certified vendor is used to repair turnouts with minor damage such as small tears, broken zippers, replacement of secondary closures (Velcro), etc. Turnout gear is replaced every five years or earlier if the damage is not repairable. The chief of training is also responsible for the general repair of other safety equipment such as helmet shields, handheld flashlights, etc.

The assistant chief and two aids are authorized for SCBA and SCBA mask maintenance, testing, and inspection. Air flow and fit testing occurs on an annual basis with repairs occurring as needed. Authorized vendors are utilized for any maintenance or repair of SCBAs beyond the capabilities of department personnel. Department Policy 605.01: SCBA Maintenance and Fit Testing outlines procedures to be followed regarding testing, maintenance, and inspection.

### **Appraisal**

The testing, maintenance, and inspection of safety gear by certified personnel or authorized vendors has adequately met department needs by ensuring the gear is reliable and meets current safety standards. Policies governing turnouts and SCBAs have provided clear guidance to personnel. Annual turnout ensemble inspections and SCBA air flow/fit testing have identified problems with safety equipment and allowed for timely repair or replacement. The use of the washing extractors has been effective in keeping turnout gear clean. The use of authorized vendors to repair equipment has been effective.

**Plan**

The department will continue with the current processes used to test, maintain, and repair safety equipment. The department will continue to use authorized vendors for repair as required. The fire chief and chief of training will continue to solicit shift personnel to participate in safety equipment inspection, maintenance, and repair.

**References**

Department Policy 604.02

Department Policy 605.01

Personnel authorized certifications

Turnout inspections

SCBA fit tests

6F.5 Safety equipment inventory control and maintenance tracking system are in place and current.

### **Description**

The department maintains a standardized equipment inventory and maintenance checklist for each apparatus. Department engineers are required to perform these checks at the beginning of each shift as outlined in Department Policy 602.01 and Department Policy 602.02. Personnel are required to perform safety checks on equipment assigned to apparatus such as SCBAs. These safety checks are recorded on hard copy Excel spreadsheets. SCBA units are assigned an apparatus number (e.g. 101 and 102 for Engine 21, 202 and 203 for Engine 22, etc.). The battalion chiefs maintain inventory sheets for SCBA air bottles and fire hose. The chief of training maintains an inventory of basic PPE such as hoods, helmets, gloves, etc. The captain's daily journal is used to document issues found.

### **Appraisal**

The current inventory and tracking system has adequately met department needs. The daily checks have provided a quick inventory of missing items. It was noted that the department's records management system has the capability to keep track of inventories and maintenance on safety equipment. The department has iPads that may provide an electronic means of inventory and maintenance documentation.

### **Appraisal**

The current processes have proven to be adequate in inventory control and maintenance tracking. However, the accuracy of the processes currently being used is dependent upon manual data entries. It was noted that issues in locating hardcopy maintenance files and incomplete inventories and maintenance entries. The transition to electronically entering data could significantly upgrade these processes.

### **Plan**

The department will evaluate current assets as well as other software options as a means of verifying safety equipment inventory and maintenance documentation. The chief of training will report to the fire chief project status.

**References**

Department Policy 602.01

Department Policy 602.02

Daily apparatus checklist

Captain's Daily Journal

SCBA air bottle inventory list

## **Category 7: Human Resources**

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). 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 human resource director is a full time position within the organizational structure of the city that is responsible for providing administrative support to all departments with regards to human resource management. Responsibilities for this position are clearly defined to include but not limited to development/implementation of major personnel programs, recruitment/retention, interview and hiring process, benefits administration (compensation, insurance, disability), and disciplinary/grievance resolution. The Personnel Division is appropriately staffed to meet city needs.

The City of Columbus Employee Handbook (City Policy), the Civil Service Rules Handbook (CSR), and Columbus Fire and Rescue's Policy and Procedures Manual (Department Policy) provide direction to the human resource practices of the city and department. Each handbook and manual addresses specific practices to ensure compliance with federal, state, and local regulations and ordinances. The City Policy handbook addresses affirmative action, equal employment opportunities, diversity, work conditions, and employee benefits. The CSR Handbook ensures job security by creating a non-political work environment with regards to employment and promotions. The Department Policy manual contain policies and guidelines that support administrative and operational needs.

**CC 7A.1 A human resources manager is designated.**

**Description**

The human resource director is a full-time, permanent position within the City of Columbus having department head status. The human resource director is responsible for ensuring the city is in compliance with all federal, state, and local laws and regulations pertaining to the recruitment and retention, hiring, employment guidelines, benefits administration (compensation, insurance, disability), and work conditions.

**Appraisal**

The human resource director has adequately met both city and department needs in human resource management through the performance of job duties and responsibilities that are outlined in the position's job description. The human resource director has actively supported the department in personnel administrative functions that includes but not limited to; recruitment, hiring, benefits administration (compensation, insurance/disability), education, policies/procedures, and disciplinary matters.

**Plan**

There is no plan to change the human resource director position. This position will remain an integral part of the city's senior management team with regards to personnel resource management. The job description will be reviewed by the chief operations officer on an as needed basis and amended accordingly

**References**

City of Columbus Organizational Chart

Human Resource Director Job Description



7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

### **Description**

The personnel department is staffed by the human resource director and a payroll clerk to support the needs of approximately 285 employees. Each position has a job description outlining job responsibilities and duties. Major duties of the human director include development and implementation of major personnel programs, recruitment and retention, interview and hiring process, benefits administration (compensation, insurance, disability), disciplinary and grievance resolution.

The payroll clerk is primarily responsible for salary management, reconciliation of personnel time statements, managing the city's salary software system, completion of employee pay statements, and an understanding of federal and state salary laws.

### **Appraisal**

The staffing of the personnel department has adequately met city and department needs. The specific duties and responsibilities of each position cover all aspects of personnel management. Processes have been put in place to eliminate the need for additional personnel such as the use of internships, contracted vendors for insurance, and the use of technology to include automated time clocks linked to the payroll software, etc.

### **Plan**

The personnel department will continue with its current staffing level. The human resource director will be responsible for assessing future staffing needs.

### **References**

Human Resource Director Job Description

Payroll Clerk 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**

Policies to direct the human resource practices of the city and department are found in the City of Columbus Employee Handbook (City Policy), the Civil Service Rules Handbook (CSRs), and Columbus Fire and Rescue's Policy and Procedures manual (Department Policy). City Policy is compliant with federal, state, and local mandates through the application of its Affirmative Action Program, Equal Employment Opportunity, Diversity Plan, and handbook sections addressing employment, benefits, work conditions, and conduct policies. Employees receive this handbook as part of the orientation process.

The CSRs creates a non-political work environment through policies addressing appointments, promotion, and grievance resolution. Employees are provided this handbook during an orientation period. Department Policy identifies policies specific to the department. The electronic manual is maintained on each station's primary computer. Department policies and procedures adheres to City Policy.

### **Appraisal**

Each of the above documents has provided specific guidelines concerning human resource management that effectively ensured city and department policies are in compliance with federal, state, and local regulations and ordinances. In situations where dual policies exist, city policies are followed. City Policy and the CSR has been revised on an as needed basis with updates provided to each employee via pay statements. The department reviews and updates its Department Policy once every two years or as required.

### **Plan**

City Policy and the CSRs will continue to be revised on a needed basis. The department will continue to review and update its Department Policy once every two years.

### **References**

City of Columbus Employee Handbook  
City of Columbus Civil Service Rules Handbook  
Department Policy and Procedures

## **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 Columbus is an Equal Opportunity Employer meeting federal, state, and local human resource laws and ordinances. City Policy and CSRs contain policies regarding the attraction, selection, and promotion of qualified applicants and candidates. The City of Columbus is committed to attracting and hiring a workforce that is representative of the community and reflective of the relevant labor pool. The city, through the adoption of its Diversity Plan, has implemented steps to accomplish this goal.

The city and department utilizes a combination of screening and qualifying devices in the hiring process. These devices are based upon validated processes and meet federal and state hiring mandates. In developing a qualified applicant pool, the city considers both external and internal candidates.

The city and department has processes in place to improve employee retention and the quality of its workforce. New employees are acquainted with city and department operations through an orientation program. New hires and newly promoted personnel are subject to probationary periods to evaluate performance requirements. These requirements are outlined by policies in both the City Policy and CSRs. The department has several processes in place to recognize performance and service. The city uses an exit interview process to identify reasons for voluntary separation of employment and identify ways in which the city and department may improve its retention efforts.

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

### **Description**

The City of Columbus Employee Handbook outlines the processes used to identify and announce potential entry level, lateral, and promotional positions within the city. City Policy 2.25: Diversity Plan and City Policy 2.40: Recruitment addresses entry level, lateral transfer requirements, and promotional positions. The Civil Service Commission's Rule Handbook also addresses the same procedures involving hiring, lateral transfer requirements, and promotional process.

City department heads request filling vacant positions by submitting a letter to the council for approval. The human resource director will advertise for vacant positions using external and internal processes once approval is granted. External advertising involves print and electronic media. Internal notification involves a Notice of Vacancy memo that is posted in all departments for a minimum of five working days. The department will also request a new hiring cycle from the Civil Service Commission as well.

### **Appraisal**

The processes used to fill vacant positions have met city and department needs. The city has reserved the right to confine competition for vacant positions to the current workforce if determined to be in the best interest of the city, as in the case of promotions or lateral transfers. Filling vacancies for entry level positions have mainly been accomplished using external applicants. The use of internal and external applicants has provided for an adequate applicant pool.

### **Plan**

The city will continue to use the processes in place to fill vacant positions.

### **References**

City Policy 2.25, page 12

City Policy 2.40, pages 15-19

CSRs, pages 4 - 8

Sample Notice of Vacancy memo

7B.2 The agency and its members are part of the recruiting process.

### **Description**

City Policy 2.40: Recruitment encourages department head participation in the recruitment of job candidates. The department actively participates in local job fairs and provides brochures explaining job requirements and benefits. The department also encourages members to become involved through “word of mouth” recruitment of potential applicants. The department head provides input into whether internal candidates exist or if an external search will provide the best pool of potential applicants.

### **Appraisal**

The recruitment process has met department needs. Job fairs have provided a venue to attract a diverse candidate pool. The Fire and Life Safety Educator has been designated to attend job fairs. The department has also used community events and public meetings to promote employment opportunities. The use of department members in the recruitment process has been an asset in providing real life experiences and career opportunities. However, the department has seen mixed results in word of mouth contacts.

### **Plan**

The department and its employees will continue to participate in the recruitment of new employees. The department will continue to use various opportunities to recruit potential employees.

### **References**

City Policy 2.40, pages 15-16

CFR job fair brochure

**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 discriminations statutes.**

**Description**

City Policy Section 2.0 identifies the policies, processes, and screening/qualifying devices used by the city in the selection of entry level, lateral transfer, and promotion of candidates. These policies is consistent with federal, state, and local laws and regulations that include but not limited to the Affirmative Action Program based upon the provisions of the Civil Rights Act of 1964 and the Equal Opportunity Act of 1972. The human resource director is responsible for ensuring all processes and screening/qualifying devices meet federal and state laws.

The CSRs Section VI: Applications through Section XI: Promotions – Fire Department lists minimum entrance qualifications for applicants and pre-qualifications for promotional testing. Department Policy 402.03 outlines the procedures regarding promotional testing. The department utilizes a combination of screening/qualifying devices in the hiring process that includes:

- Application form
- Mississippi Trainee Agility Test (MSTAT)
- Written exam
- Background check
- Interview
- Physical exam (upon offer of employment)

Written examinations for entry level and promotional purposes are contracted through an accredited vendor with tests being validated for compliance with federal and state laws. Promotional testing for the engineer and company officer position is based upon a time in rank requirement and successfully passing a validated, job related examination.

**Appraisal**

City Policy and CSRs have clearly outlined the processes to be followed for hiring and promotional testing. Both processes are compliant with federal, state, and local laws and regulations. The department has remained consistent with city and civil service procedures.

**Plan**

The city and department will continue to use the screening/qualifying processes being used in both the entry level and promotional process. The city and department will ensure that screening/qualifying processes remain compliant with federal, state, and local mandates.

**References**

City Policy Section 2, pages 6 - 23

CSRs Section VI through Section XI, pages 4 – 8

Department Policy 402.03

MSTAT Final Report

Promotional Testing

7B.4 The agency's workforce composition is reflective of the service area demographics or the agency has put forth a reasonable effort by instating an effective recruitment plan to achieve the desired workforce composition.

### **Description**

The City of Columbus uses processes to attract and maintain a workforce that is representative of the community and reflective of the labor pool. City Policy 2.25: Diversity Plan is used to attract diverse, qualified applicants by:

- Recruitment advertising using various media outlets
- Recruitment and selection training for hiring officials that includes interview techniques, cultural awareness, human relations, and objective hiring practices
- Utilization of a non-discriminatory and equal opportunity hiring process open to all

The department participates in job fairs and other community events to promote the profession and attract a diverse applicant pool.

### **Appraisal**

The city's Diversity Plan and department efforts to hire a workforce reflective of the community has had limited success. The recruitment process has yielded initial applicants reflective of city demographics in both race and gender; however, the workforce is not reflective of city demographics. The department is comprised of 94% of males (80% white and 20% black) and 6% of females (100% white). It was noted that the department has 3 female employees currently serving in line positions. This is an accomplishment considering the department has only had 6 females in the department's history.

### **Plan**

The department will continue to follow the Diversity Plan implemented by the city and participate in job fairs and other community events to attract a diverse applicant pool.

### **References**

CRA-SOC demographics, page 10

City Policy 2.20, page 12

Department Diversity spreadsheet



7B.5 A new member orientation program is in place.

### **Description**

The City of Columbus' New Member Orientation Program serves three purposes: acquaint personnel with city policies and benefit entitlements, complete payroll requirements, and complete employee benefits paperwork. New employees attend this orientation session prior to reporting for duty at the department. This orientation is found in the City Policy 2.35: New Employee Orientation.

The chief of training conducts an orientation session for new members at which time they are given a Firefighters Orientation Task book. The task book requires new personnel to complete administrative tasks, department functions and organization, national incident management system certifications, department policies and procedures, and employee job performance requirement (JPR) proficiency checks. Employees have four months to complete the task book.

### **Appraisal**

The city's orientation program has adequately met city needs. The firefighter orientation hand book has adequately met department needs. The firefighter orientation task book has effectively used basic JPRs as a means of providing consistency in training by ensuring each shift is taught to skill and proficiency checks. The task book has been effective by exposing personnel to the department's organizational structure, acquainting personnel to administrative policies and procedures, and other skill completions such as daily apparatus equipment checks.

### **Plan**

The department will continue to use the city's new member orientation program and the firefighter task books to acquaint new employees with department operations. The chief of training will continue to evaluate the task book contents to meet department needs.

### **References**

City Policy 2.35, page 14

Firefighter Orientation Program

**CC 7B.6 A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.**

### **Description**

Civil Service Rules Handbook Section XIV establishes the probationary periods for new hires, lateral transfers, and newly promoted personnel. The probationary period for new employees is one year. The probationary period may be extended for mitigating circumstances beyond the control of the employee such as awaiting enrollment in the NFPA 1001 I & II firefighter certification or the National Registry of Emergency Medical Technician curriculum, both certification requirements of the department. The probationary period for newly promoted and lateral transfer personnel is six months.

### **Appraisal**

The probationary periods for both new and promoted employees have adequately met department needs. New employee probationary periods are often extended due to the limited number of course offerings at the MS Fire Academy (6) and at East MS Community College for NREMT (2). MS State Minimum Standards and Certification Board requires placement into the NFPA 1001 I & II curriculum within one year starting from the successful passing of MS Trainee Agility Test (MSTAT). EMCC offers the NREMT course in the fall and spring semesters. The department uses its twice yearly personnel evaluations to assess newly promoted personnel.

### **Plan**

The department will continue to adhere to the probationary requirements established by the Civil Service Commission. The department will continue to evaluate probationary employee performance in the firefighter orientation process. Newly promoted personnel will be evaluated as part of the personnel evaluation periods.

### **References**

CSRs Section XIV, pages 11 – 12

Firefighter Orientation Task Book: Administration

Personnel Evaluation forms (all personnel)

7B.7 The agency has an employee/member recognition program.

### **Description**

The department recognizes individual achievement through processes that include an Oath of Office swearing in ceremony before the mayor and council for passing the NFPA 1001 I & II curriculum at the MS Fire Academy, having their names engraved on plaques at Station 1 for successfully completing the Smoke Diver and Certified Advanced Rescue Specialist courses, retirement ceremony, and the formal Firefighter Awards and Recognition program.

### **Appraisal**

While these processes have recognized individual achievements, restarting the formal awards and recognition program was a valuable tool in promoting morale and recognizing outstanding performance. The formal award and recognition program has included the awarding of ribbons, medals, framed certificates of achievement, and the presentation of a personalized ceremonial helmet placed on a plaque for retirement. The awards and recognition program has typically been scheduled during the department's Christmas dinner. It was noted that the department should consider an awards banquet to provide a formal setting for acknowledgement of achievements from the previous year.

### **Plan**

The department will continue with current methods of employee recognition. The department will evaluate the need to establish a formal banquet for recognizing personal achievements.

### **References**

Oath of Office

Smoke Diver / Certified Advanced Rescue Specialist Plaques (on site)

Firefighter Awards and Recognition Manual

7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retains a tenured workforce that is reflective of the community.

### **Description**

The city and department works toward providing a diverse and qualified workforce through City Policy 2.25: Diversity Plan through department efforts to include job fairs, publication in various media outlets, community events, and word of mouth. City Policy 3.45: Exit Interviews requires an exit interview for all retirements or voluntary separations of service. This interview typically focuses on work environment, compensation, benefits, career development, and reasons for separation.

### **Appraisal**

The exit interviews conducted by the city has not met department expectations. Exit interviews are not shared with the fire chief. Since 2017, the department has experienced a significant loss of personnel. The loss of 64 employees are attributed to retirement (17 / 27%), resignations (45 / 70%), and other (2 / 3%). The most common reasons for resignation was employment by other fire departments, employment in the private sector, and enlisting in the armed forces. Anecdotal evidence identified a disparity in pay as the primary reason for resignations. Goal 2 of the department's strategic plan addresses the recruitment, hiring, and retention of personnel.

### **Plan**

The city and department will continue with the processes identified to attract a qualified workforce. The department will recommend a meeting with the human resource director and chief operations officer to review the results of the exit interview. It is further recommended that the city and department host a round table discussion to identify and implement a strategy to slow the rate of resignations and increase the retention rate.

### **References**

Strategic Plan, page 23

City Policy 2.25, page 12      City Policy 3.45, page 33

Department Personnel Retired or Resigned spreadsheet

7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.

### **Description**

The city conducts exit interviews for all voluntary separations and retirements. City Policy 3.45: Exit Interview serves as a means of soliciting employee feedback regarding city and department operations, explanation and status of benefits, and to eliminate any possible misunderstandings that may have a negative impact on current and future employees. The human resource director and chief operations officer participate in the exit interviews. The department does not conduct formal interviews. The department uses command staff meetings to disseminate information to line personnel through captain meetings conducted by the battalion chief that allows employee feedback.

### **Appraisal**

These mechanisms have provided forums for employee feedback. The meetings conducted by the battalion chiefs have been effective in providing personnel with information regarding department operations, policies, and other activities being considered. The battalion chiefs receive employee feedback that will be shared with command staff personnel later. Goal 2 of the strategic plan is committed towards the recruitment, hiring, and retention of personnel. It was noted that the results of the exit interview conducted by the human resource director and chief operations officer is not shared with the fire chief.

### **Plan**

The city and department will continue to use the current mechanisms in place to solicit employee feedback. The manager responsible for all activities related to Goal 2 will report to the command staff the status of the goal and objectives used to accomplish the completion of the goal.

### **References**

Strategic plan

City Policy 3.45, page 33

Command staff monthly meeting agendas

Battalion Chief's captain meetings

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 department conducts workforce assessments through annual program appraisals, strategic planning, and staffing analysis. Annual appraisals identify the number of personnel that are certified in fire suppression, emergency medical services, technical rescue, and hazardous materials. The strategic planning process addresses department attrition and retention issues with the goal of maintaining an experienced workforce capable of meeting service demands. The department conducts a staffing analysis to determine personnel attrition rates and the reasons for separation. This analysis also identifies personnel gaps and the impact on department services.

### **Appraisal**

The processes in place have had limited success. Annual appraisals have been effective at providing the number of personnel certifications in each program area (fire, EMS, technical rescue, and hazardous materials). The department has experienced significant attrition rates as identified in performance indicator 7B.8. The Civil Service Commission has granted waivers on time in grade to fill vital positions. The long term impact has been the loss of a generation of future leaders, the revolving costs of certifications, and the loss of institutional memory.

### **Plan**

The department will evaluate current processes that are used to conduct effective workforce studies. As part of Goal 2 of the strategic plan, the department will focus on personnel retention and reasons for separations. The department will work with city administration on implementing processes that increases personnel retentions.

### **References**

Annual Program Appraisals

Strategic Plan

Employee Retirement and Resignation spreadsheet

## **Criterion 7C: Personnel Policies and Procedures**

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

### **Summary:**

The City of Columbus Employee Handbook, Civil Service Rules Handbook, and Columbus Fire and Rescue Policies and Procedures Manual outline administrative and operational policies with regards to human resource management. The Employee Handbook provides policies that establish the foundation of personnel management such as recruitment, employment, benefits, work environment, employee conduct, etc. The Civil Service Rules Handbook establishes rules and policies for personnel protected by the Civil Service Act by addressing such issues as qualifications and minimum standards for hiring, promotional qualifications, disciplinary procedures, etc. The Columbus Fire and Rescue Policy and Procedures Manual contain policies and operational guidelines that support administrative and operational procedures.

The City of Columbus is committed to providing a workplace free of discrimination or harassment. City policies protect employees from any form of discrimination and/or harassment based upon “race, color, religion, sex, national origin, age, veteran’s status, disability, or any other characteristic protected by law.” The city maintains a disciplinary system that establishes causes for disciplinary actions, disciplinary actions that may be taken, and steps identified in the disciplinary and appeal process. The grievance process provides a check and balance system designed to protect employee rights.

Public perception of the city and trust in its officials and employees is important. To protect the character and integrity of each, the city and department provides guidelines regarding business ethics, conduct, and conflict of interest. These policies outline city expectations that all officials and employees conduct themselves in an ethical manner and to preclude participation in any activity where a conflict of interest exists.

**CC 7C.1 Personnel policies, procedures, and rules are current, documented and communicated to all personnel.**

**Description**

Personnel policies are addressed in the city Employee Handbook, Civil Service Rules, and Columbus Fire and Rescue Policies and Procedures Manual. The Employee Handbook contains 9 sections addressing employment, benefits, working conditions, employee conduct, etc. Each employee receives a copy of this handbook from the human resource director during the city orientation process. The Employee Handbook was last updated July 5, 2023. Revisions to the handbook are distributed in employee pay statements ensuring employees are up to date with city policies.

The Civil Service Rules establishes rules and policies for law enforcement and firefighter personnel protected by the Civil Service Act. The Civil Service Rules Handbook contains 18 sections addressing minimum standards for hiring, promotional qualifications, disciplinary procedures, etc. Employees receive this handbook as part of the department's orientation process. The handbook was last updated on December 13, 2021.

The department's Policy and Procedures Manual contain policies and operational guidelines specific to department operations. The Policy and Procedures Manual is organized into 6 volumes that includes administrative policies, emergency response guidelines, fire prevention and education, training and certifications, information technologies, and support services. The manual is vetted by the human resource director and city attorney to ensure compliance with federal, state, and local statutes/directives. Should there be conflicts between department policies and the city and civil service handbooks, the department will defer to city and/or civil service rules. The department's orientation process covers administrative policies relevant to the first months of employment such as general rules of conduct, time clock/tardiness, vacation/swap time, image and appearance, etc. The manual is reviewed once every two years or on an as needed basis. It is due to be reviewed in 2024.



**Appraisal**

The Employee Hand book and Civil Service Rules have effectively addressed human resource management through the application of policies and procedures relevant to their specific areas of management. While static in nature, policy changes are made in a timely manner. The Firefighter Orientation program outlines administrative policies in Objective 4 of the task book. This objective has been effective in acquainting new employees with basic policies needed within the first months of employment. The review of policies and procedures once every two years or as needed has effectively ensured that the manual remains compliant with city policies and peer practices.

**Plan**

The city and department will continue with the current processes of implementing and disseminating policies and procedures relevant to human resource management.

**References**

City Employee Handbook

Civil Service Rules Handbook

Policy and Procedures Manual

Firefighter Orientation Task book

**CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, 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 Columbus is committed to providing a workplace free of discrimination or harassment. City Policy 2.10: Equal Employment Opportunity addresses employment opportunities or practices to eliminate forms of discrimination based upon “race, color, religion, sex, national origin, age, veteran’s status, disability, or any other characteristic protected by law.” City Policy 7.05: Policy Against Harassment prohibits harassment in any form that includes verbal, physical, and visual harassment. Department Policy 104.09: Workplace Harassment is aligned with city policy. Department Policy 103.01 Article 25 also prohibits discriminatory or abusive behaviors towards department personnel.

### **Appraisal**

City and department policies have clearly outlined expectations required by personnel with regards to workplace harassment and violence. These policies have effectively defined actions that would constitute discriminatory and harassment practices as well as disciplinary actions that would occur up to and including termination.

### **Plan**

The city and department will continue with current practices of providing a workplace free of harassment and violence. The human resource director will ensure that city and department policies adheres to federal, state, and local mandates.

### **References**

City Policy 2.10, page 9

City Policy 7.05, 84

Department Policy 104.09

Department Policy 103.01

7C.3 A corrective actions system, which ensures accountability, is in place.

### **Description**

The city maintains a disciplinary system as outlined by City Policy 7.15: Disciplinary Action. This policy establishes causes for disciplinary actions, disciplinary actions that may be taken, and steps identified in the disciplinary and appeal process. The CSRs Section XV establishes the disciplinary and appeals process to be followed regarding suspensions, demotions, or terminations. This section is compliant with MS Code §21-31-23: Removal, Suspension, Demotion, and Discharge. The department follows city policy regarding disciplinary matters and actions. Department Policy 103.01: General Rules of Conduct outlines employee expectations regarding personal and professional conduct.

### **Appraisal**

The policies in place have provided an effective process of establishing employee expectations with regards to personal and professional behavior. The disciplinary and appeals process used by both the city and civil service have been clearly defined. Department Policy 103.01 has effectively outlined employee behavior through the application of the 31 articles of conduct.

### **Plan**

The city and civil service commission will continue with the present processes used. The human resource director and the Civil Service Commission will ensure that policies adhere to federal, state, and local regulations.

### **References**

City Policy 7.15, page 87

CSRs Section XV

MS Code §21-31-23

CFR Policy 103.01

**CC 7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.**

**Description**

Business ethics, conduct, and conflict of interest is defined in City Policy 2.50: Business Ethics and Conduct, City Policy 2.55: Gifts and Gratuities, and City Policy 2.60: Nepotism and Conflict of Interest Prohibited. These policies outline city expectations that all officials and employees conduct themselves in an ethical manner and to preclude participation in any activity where a conflict of interest exists. These policies are in compliance with Mississippi Code Annotated §25-4-101: Declaration of Public Policy. Department Policy 104.13: Discounts and Gratuities closely follow city policy regarding the acceptance of gratuities and maintaining public trust.

**Appraisal**

City and department policies have clearly defined employee behavior regarding ethical conduct and conflicts of interest. These policies have addressed business ethics and conduct, gift and gratuity acceptance, nepotism, and conflict of interest where a pecuniary benefit may exist. These policies have addressed not only personal benefit but also benefit of relatives and/or other personal/business relationships. These policies have adequately supported community trust of public officials and servants by adhering to applicable statutes, regulations and local guidelines.

**Plan**

The city will maintain the policies used to guide ethical conduct and eliminate conflict of interest. Department personnel are expected to abide by these policies.

**References**

City Policies 2.50, page 20

City Policy 2.55, page 20

City Policy 2.60, page 21

Mississippi Code Annotated §25-4-101

Department Policy 104.13

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

### **Description**

City Policy 7.20: Grievance Procedure ensures that all employees receive equitable treatment in accordance with city policies adopted by the mayor and council. This policy outlines employee actions and identifies each step in the grievance process. The Civil Service Rules Section XV provides a grievance procedure involving suspensions, demotions, and terminations or any combination thereof. This section is compliant with MS Code Annotated §21-31-23: Removal, Suspension, Demotion, and Discharge. Department Policy 104.10: Grievance Procedures adheres to city policy.

### **Appraisal**

City and department grievance policies have effectively met department needs by ensuring all employees are treated in a fair and consistent manner. These policies has clearly defined city and employee actions to be followed during the grievance process. The Civil Service policy has ensured that employees have an unbiased avenue to appeal suspensions, demotions, and terminations.

### **Plan**

The city and department will continue to use this policy to address grievances on part of the employee. The human resource director will be responsible for maintenance of this policy.

### **References**

City Policy 7.20, page 89

CSRs Section XV, page 12

MS Code §21-31-23

Department Policy 104.10

**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 and department establishes a position classification system through its organizational structure. The organizational structure is used to support the agency's mission, goals, and objectives. Job descriptions contain a purpose of position, job context, primary responsibilities, and other related tasks relevant to the position. Each position is subject to audits to ensure job descriptions remain consistent with the duties and responsibilities of the position. Employee performance is based upon objective, job based criteria that uses core and job related competencies.

The department identifies professional development and career advancement through position based training certifications and career designations. Position requirements for line personnel are based upon peer recognized NFPA certifications. Command/staff personnel are afforded training opportunities that support specific job requirements for professional development. The city offers opportunities for personnel to seek higher education or professional degrees through its Tuition Reimbursement Program.

**CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.**

**Description**

Department Policy 102.01: Organizational Structure establishes a position classification system through its organizational structure. The organizational structure provides a clear line of authority and hierarchy of positions. The organizational chart is approved by the governing body. City Policy 3.30: Job Descriptions provides guidance in the development of job sections to include job information, job summary, essential duties and responsibilities, qualifications, physical demand, and work environment. Department Policy 102.02: Job Descriptions provides a comprehensive overview of job descriptions to include purpose of position, job context, and major duties and responsibilities. The human resource director and fire chief are responsible for auditing each position and for ensuring that job descriptions remain consistent with the duties and responsibilities of the position. The fire chief, at his discretion, may request an official audit conducted by the human resource director. Any new position request must be submitted to the human resource director with approval by the governing body.

**Appraisal**

The position classification system and audit process has sufficiently met department needs. The organizational chart has established a classification system identifying specific positions as well as providing a delineation of authority in the form of a chain of command. The classification system has been audited through the annual budget process.

**Plan**

The city and department will continue with the processes used to maintain a position classification system based on periodic audits of position.

**References**

City Policy 3.30, page 29

Department Policy 102.01

Department Policy 102.02

7D.2 Current documented job descriptions exist for all positions, and incumbent personnel have input into revisions.

### **Description**

City Policy 3.30: Job Descriptions mandates the use of job descriptions for each position within the city. The human resource director is responsible for establishing new job descriptions. Department Policy 102.02: Job Descriptions identifies each position within the department and identifies purpose of position, job context, primary duties and responsibilities, and other related tasks relevant to the position. The fire chief is responsible for reviewing each department position and ensuring that job positions/descriptions are accurate and reflect the work being performed.

### **Appraisal**

The current systems in place have effectively served both the city and the department. The system has been effective in providing work responsibilities for new hires and promoted personnel. The fire chief has audited job descriptions through the review of policies and procedures. Any revisions are submitted to the human resource director for implementation. To illustrate the effectiveness of these processes, the fire chief requested that the positions of chief of training and accreditation manager be merged into a single position due to a lack of personnel interest in filling the accreditation manager position.

### **Plan**

The city and department will continue to use the processes that have been put in place to monitor and audit job descriptions on a periodic basis. The fire chief will continue to assess job descriptions as part of the policy review process conducted once every two years.

### **References**

City Policy 3.30, page 29  
Department Policy 102.01  
Department Policy 102.02



### 7D.3 A personnel appraisal system is in place.

#### **Description**

City Policy 3.25: Performance Evaluations requires personnel evaluations are conducted twice per year. The department developed its own personnel evaluation system in 2017. The department implemented an evaluation process for new personnel in the Firefighter Orientation program with evaluations occurring every two weeks. The period between evaluations provided key input to employee performance and development.

#### **Appraisal**

The current evaluations for personnel and new hires have been effective in meeting department needs. Prior to May, 2017, city personnel evaluations were used by all employees and were based on generic components. This evaluation did not meet department needs. In May of 2017 the department implemented a new evaluation system based on core competencies shared by all department members, rank/job specific evaluations, training and education, supervisor and employee comments, and an action plan for employee improvement. The new system incorporated objective based descriptors as the base of performance measures. The Firefighter Orientation program has effectively provided feedback to new employees through twice monthly reviews. It was noted that the department does not have an administrative SOG for personnel evaluations. It was also noted that personnel evaluations are not considered in the promotional process.

#### **Plan**

The department will continue with the evaluation system currently being used. The department will establish a SOG for personnel evaluations to be completed no later than June, 2024. The department will evaluate the need to include personnel evaluations as part of a new process for promotions. This assessment will be included in Goal 2 of the department's strategic plan.

#### **References**

City Policy 3.25, page 28

Department Personnel Evaluation system

Fire Fighter Orientation Handbook Performance Reviews

7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

### **Description**

The department maintains a formal and informal process for receiving employee/member input. The command staff meets monthly to discuss various issues or concerns. The battalion chief conducts company officer meetings to discuss the issues presented during the command staff meeting. This information is funneled to line personnel that, in turn, provides input back up the chain of command. The department solicits input during the Strength Weakness Opportunity Threat (SWOT) assessment in the development of the strategic plan. Informally, the fire chief and command staff have open door policies that allows line personnel to offer suggestions that will improve department processes, operations, or administrative functions.

### **Appraisal**

The processes used for employee input have adequately met department needs. The company officer meetings have been effective in keeping line personnel informed. There have been conversations regarding the use of an anonymous suggestion box. Anecdotal evidence has suggested that issues/concerns have been misconstrued resulting in hesitation of personnel to express their ideas. The open door policy has seen mixed results due to the perception that employees “by-pass” the chain of command. It was noted that the fire chief has allowed line personnel to attend command staff meetings to address some of the issues cited above. Inviting line personnel to command staff meetings has shown promise.

### **Plan**

The department will continue with its present system for employee input. The department will research other processes to improve employee feedback.

### **References**

Command Staff Meeting Agenda

Battalion Chief’s Captain meeting

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

### **Description**

The department bases its career development on the training certifications required for the position. Department Policy 401.01: Training and Certification Requirements is based on National Fire Protection Association (NFPA) standards such as firefighter, driver operator, company officer, etc. Line personnel are allowed to sign up for two classes each year at the MS State Fire Academy. Command staff personnel attend advanced courses, conferences, and National Fire Academy curriculum that supports specific requirements of the position. City Policy 610: Continuing Educational Reimbursement Policy encourages employees to attend and achieve higher education degrees through a tuition assistance program. Department Policy 402.02: Tuition and Book Reimbursement is consistent with city policy. The employee is eligible to receive reimbursements of \$600 per course or an aggregate total of \$1,800 per year. The employee must successfully complete the course with a final grade of C or better.

### **Appraisal**

Department Policy 401.01 has been effective in establishing certification requirements for line personnel. Personnel have been allowed to attend certification courses intended for the next rank. The department does not have a formal career advancement and professional development program. As a result, the use of tuition reimbursement and attendance at the National Fire Academy has been disappointing. The department has sought professional development through the MS Certified Public Manager program, the Executive Fire Officer and Managing Officer courses at the National Fire Academy, and professional credentialing through the Center For Public Safety Excellence. Department Policy 402.01: Professional Development and Career Advancement was developed to provide personnel seeking promotion a clear course of direction in career advancement and professional development through executive management curriculums and courses. The policy is still pending approval.

**Plan**

The department will continue using NFPA certifications based on rank/position. The command staff will evaluate the merit of the professional development and career advancement policy and, if approved, implement the policy by December 31, 2024.

**References**

Department Policy 401.01

Department Policy 402.01

Department Policy 402.02

City Policy 6.10, page 62

7D.6 The agency has a succession plan that incorporates mentoring.

### **Description**

The department does not have a formal succession plan using mentoring or shadowing as a process to guide personnel seeking promotion to higher ranks. The department allows line personnel to “ride up” in the next position provided they have the prerequisite certifications. Personnel riding up are exposed to the knowledge and skills of the position through on-the-job training. There are no provisions for line personnel to ride up in non-operational command staff positions such as chief of training, fire marshal, public education, etc.

### **Appraisal**

Allowing personnel to ride up in positions meets department needs. Line personnel gain experience based on real world situations. Line personnel have been able to identify areas for improvement. Past attempts to initiate a succession plan have not been successful. It is noted that linking succession planning with the professional development and career advancement policy would significantly support both processes. Training and professional development is provided for in Goal 3 of the strategic plan.

### **Plan**

The department will continue with its current practice of allowing personnel to “ride up” in the next position. The department will determine the merit of combining succession planning with professional development and career advancement by December 31, 2024.

### **References**

Strategic Plan

Department Policy 402.01

**Criterion 7E: Personnel Compensation**

A system and practices for providing employee/member compensation are in place.

**Summary:**

The city provides compensation and benefit information as part of the employee orientation process. The Employee Handbook lists personnel compensation and benefits. Compensation and general benefits are part of the job advertisement and interview processes for new hires. The department's pay scale is provided in administrative policy.

**CC 7E.1 Rates of pay and compensation are published and available to all employees/members.**

**Description**

The city maintains the pay rate and compensation for each rank and job position. The human resource director discusses compensation during the city orientation period for new employees. The department provides pay scales in Department Policy 102.02: Job Descriptions. Pay rates are made available to the public through the Freedom of Information Act.

**Appraisal**

The current processes for publishing rates of pay and compensation has adequately met department needs. The city has effectively informed applicants of compensation and benefits as part of the job advertisement and interview process. Department Policy 102.02 has clearly identified the pay rate for all positions within the department.

**Plan**

The city and department will continue to publish pay and compensation information through the processes currently being used. Changes in pay will be reflected through policy amendments.

**References**

City Policy Section 4.0, page 34

City Policy Section 5.0, page 59

City Policy Section 9.0, page 109

Department Policy 102.02

7E.2 Member benefits are defined, published, and communicated to all employees/members.

**Description**

City Policy Section 4.0: Employee Benefits, Policy Section 5.0: Insurance, and Policy Section 9.0: Retirement lists all benefits available for eligible employees. The human resource director discusses employee benefits as part of the interview phase of potential hires and during an orientation meeting where benefits are explained and employees are provided an Employee Manual outlining all administrative policies.

**Appraisal**

City policies have clearly outlined compensation and benefits provided to all employees. The human resource director is available for any questions employees may have. These policies have adequately met department needs.

**Plan**

The city will continue to publish and communicate member benefits as part of the interview and orientation process. The human resource director will ensure each new hire is given a copy of the Employee Handbook. The Human Resource Director will amend applicable sections on as needed basis.

**References**

City Policy Section 4.0, page 34

City Policy Section 5.0, page 59

City Policy Section 9.0, page 109



## **Category 8: 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; and instructional information systems, such as computers and software, telecommunications, other audiovisual 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.

A learning resources organizational structure and a technically proficient support staff are central to success of training and educational programs. 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 its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.

## **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:**

Columbus Fire and Rescue has implemented a training program that is structured to provide personnel with the knowledge, skills, and abilities based on rank/position. New employees complete a Firefighter Orientation program that requires completion of NIMS IS 700, IS 800, ICS 100, and ICS 200, traffic incident management (TIMS) course, and hazardous materials awareness and operations certification. The orientation program also requires the completion of basic job performance requirements (JPRs) that are taught during the NFPA 1001 I & II at the MS State Fire Academy. Line personnel complete advanced job performance indicators during annual training evolutions.

The training program is aligned with the department's mission, vision, and core value statements. The training program supports department services through instruction featuring classes in fire suppression, emergency medical service (EMS), technical rescue, hazardous materials, fire prevention, fire investigation, community risk reduction (public education), training, and occupational health and safety.

The training program takes into account federally mandated requirements, MS Fire Personnel Minimum Standards and Certification Board requirements, MS Rating Bureau requirements, and Nationally Registry of Emergency Medical Technicians certification and recertification continuing educational unit requirements.

The training program underwent a major revision in 2017 with a focus on performance based measures (JPRs), company officer flexibility in training to address specific needs of the engine company, and a prioritization in technical rescue training needs.

**CC 8A.1 The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.**

**Description**

The training program is structured to provide personnel with the certifications required of rank/position, technical rescue certifications, courses that enhance or provide new knowledge, skills, and abilities (KSAs), and professional development. Department Policy 401.01: Training Program lists training requirements for personnel. New firefighters complete an orientation handbook that requires completion of certifications and basic job performance requirements (19) prior to attendance at the MS State Fire Academy (MSFA). The department requires line personnel to complete advanced JPRs and Incident Command System certification as part of annual training. The MS State Rating Bureau (MSRB) requires certifications and annual training hour requirements that is based on the Insurance Services Office model. The technical rescue discipline coordinators identified annual training goals of 16 hours per year to remain proficient in team KSAs. The National Registry of Emergency Medical Technicians (NREMT) requires a refresher course and 40 hours of continuing educational units (CEUs) once every 2 years. Policy 402.01: Professional Development and Career Advancement is used to address personnel and command staff development.

**Appraisal**

The department has established a comprehensive training program that identifies personnel training requirements. The firefighter orientation task book has been effective in personnel certification requirements by the MSFA prior to attendance to include IS 700, IS 800, ICS 100, ICS 200, Traffic Incident Management System, and hazardous materials awareness and operations level certification. The requirement of line personnel to complete advanced JPR training has provided a consistent approach of how to perform specific KSAs. Technical rescue training has sufficiently met KSA proficiency needs. The technical rescue coordinators have been given the latitude to conduct additional training when the training schedule has allowed. The use of Vector Solution® records management system has effectively tracked MSRB training hour requirements and successfully allowed personnel to meet NREMT recertification and CEU requirements. It

is noted that the department has not mandated adherence to Policy 402.01 relative to professional development and career advancement.

**Plan**

The chief of training will continue to provide a program that identifies training needs of personnel to include certification and KSA requirements for the fire suppression, emergency medical service, technical rescue, and hazardous materials programs. The department will evaluate the degree of professional development and career advancement personnel must meet. The evaluation will be completed by December 31, 2024.

**References**

Firefighter Orientation Handbook

JPR Assignments

MSRB Training requirement spreadsheet

Department Policy 402.01

Vector Solution training platform (on site)

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meet those goals and objectives.

### **Description**

The department's training program is consistent with its mission, vision, and core value statements identified in the strategic plan. The strategic plan also lists goals and objectives that are considered important to meeting its mission. Department programs include fire suppression, emergency medical service (EMS), technical rescue, hazardous materials, fire prevention, fire investigation, community risk reduction (public education), training, and occupational health and safety. These programs offer a comprehensive approach to meet customer expectations in service delivery. Each program lists certifications and KSAs to meet and retain proficiency skills. Annual program appraisals list outcome based performance measures to determine program effectiveness and identify service gaps or critical program issues.

### **Appraisal**

The department has met its mission through program deliveries. External training has focused on personnel certifications based on rank/position that has allowed personnel to acquire the skills to effectively perform job functions. In-house training has been effective in focusing on skill proficiencies and consistency in how tasks should be performed. Annual appraisals have been extremely successful in determining program effectiveness by comparing inputs/outputs to outcome based performance objectives. These appraisals have also identified service gaps and other areas for improvement.

### **Plan**

The chief of training will continue to provide training that supports the department's mission through program delivery.

### **References**

Strategic Plan, pg. 8 - 10

Annual program appraisals

8A.3 The training program is consistent with legal requirements for mandatory training.

### **Description**

The department establishes mandatory training requirements through personnel certifications and proficiency skill assessments. New firefighters are certified to the hazardous materials awareness and operations level identified in 29 CFR 1910.120 (HAZWOPER) requirements. Personnel also complete National Incident Management System (NIMS) requirements. Mississippi (MS) Code Annotated §45-11-251 establishes the MS Fire Personnel Minimum Standards and Certification Board as the authority for determining training criteria and standards for state firefighters. The NREMT curriculum establishes certification and recertification CEU requirements based on a two year cycle. Although non-regulatory, the MSRB establishes certification and training hour requirements that is used to determine the department's fire suppression ISO ratings classification. These training hours include 196 hours of firefighter training, 12 hours of engineer and company officer training, 18 hours of facility training, and 6 hours of hazardous materials training. Locally, the department's auxiliary law enforcement officers are required to meet 24 hours of CEUs once every two years.

### **Appraisal**

The department has met or exceeded the legal training requirements set forth by federal and state mandates. New firefighters have met hazardous materials requirements and NIMS certifications prior to MSFA attendance. The MSFA has been effective in professional and technical rescue certifications that meet applicable National Fire Protection Association (NFPA) standards (e.g. NFPA 1001, NFPA 1002, NFPA 1021, etc.). The department typically exceeds NREMT recertification requirements through Commission on Accreditation for Prehospital Continuing Education (CAPCE) compliant courses. The department uses Vector Solutions® as its training record management system. Vector Solutions has been extremely effective in documenting personnel training hours and has allowed a quantitative assessment reflecting training compliance. It was noted that there was a service gap in training hours required by the MSRB.

**Plan**

The chief of training will continue to ensure all personnel remain compliant with mandated training. The chief of training will document training objectives in the annual program appraisal. The department will identify and implement a process where meeting MSRB requirements is more consistent than current practices. This process will be completed by December 31, 2024.

**References**

29 CFR 1910.120 (HAZWOPER)

MS Code Annotated §45-11-251

Master Training matrix

Training hours 2023

Bloodborne Pathogen Power Point

8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

### **Description**

Mississippi (MS) Code Annotated §45-11-251 establishes the MS Fire Personnel Minimum Standards and Certification Board as the authority for determining training criteria and standards for state firefighters. Department Policy 401.01: Training Program lists the minimum training requirements for all ranks and positions within the department. The chief of training maintains a master training matrix to document required certifications and recommended courses. The MSRB's minimum training requirements is based on the Insurance Services Office model. The NREMT lists initial certification and recertification CEUs. The technical rescue coordinators establish 16 hours per year for skill proficiency.

### **Appraisal**

The department has clearly identified the minimum training requirements of all personnel. The firefighter orientation handbook has effectively identified minimum training to be completed prior to MSFA attendance. Once in the position, certifications specific to the position must be obtained (e.g. NFPA 1035, NFPA 1033, NFPA 1021, etc.). It was noted that company officers must obtain certification in NFPA 1021, NFPA 1521, NFPA 1031, NFPA 1033, and NFPA 1041. The company officer is not required to have all certifications at time of promotion; however, certification of all 5 standards must be met. Battalion chiefs and command staff personnel have met all minimum training requirements by virtue of promotion from within the department.

### **Plan**

The department will continue to meet minimum training requirements for all ranks/positions within the department. The chief of training will make recommendations to the fire chief and command staff on the adoption of additional minimum training needs.

### **References**

Mississippi (MS) Code Annotated §45-11-251  
Department Policy 401.01 & Master Training matrix



## **Criterion 8B: Training and Education Program Performance**

Training and education programs are provided to support the agency's needs.

### **Summary:**

Columbus Fire and Rescue has established a training program that is designed to support department operations by remaining compliant with federal, state, and local mandates.

External training focuses on professional certifications whereas internal training is designed to maintain employee Knowledge, Skills, and Abilities. The Annual Master Training Calendar provides a means to coordinate federal and state mandated training as well as department training objectives.

Internally, the department transitioned into a performance based evaluation of employee skills through the implementation of Job Performance Requirements and the use of web based training. Company based flexibility training allowed company officers a means to address specific training needs. The prioritization of technical rescue training ensured that each discipline met training objectives. The Target Solutions® training platform improved the department's ability to assign training activities, track employee progress, and properly document completed tasks and activities. The documentation of employee training is accomplished through both hardcopy and electronic means.

8B.1 A process is in place to ensure that personnel are appropriately trained.

### **Description**

The department maintains processes to ensure personnel are appropriately trained in fire suppression, EMS, technical rescue, and hazardous materials. Department Policy 401.01: Training Program outlines the certifications and training hours required by rank/position. The chief of training uses basic and advanced JPRs to bring consistency in skill performance across each shift. Company officers are given the latitude to perform “flexible training” to address issues or weaknesses specific to that engine company. Flex training is allowed throughout the month if not involved in technical rescue training. The technical rescue coordinators select the training topic based on specific needs of the program. Vector Solutions allows the chief of training to assign specific training to personnel through the credential function. Vector Solutions maintains a dashboard feature that reflects completed training by personnel.

### **Appraisal**

The processes in place have adequately met department requirements. Minimum training requirements have been clearly identified by Department Policy 401.01. The implementation of JPRs has been effective in the context of how the skills should be accomplished that is consistent with NFPA 100 I&II: Standard for Fire Fighter Professional Qualifications. A common perception is that each shift has “its own way” to perform fireground tasks. JPRs has eliminated this issue. Vector Solutions have effectively ensured that personnel complete training assignments through the credential function. The dashboard feature has allowed the chief of training and battalion chiefs to monitor completed assignments and identify personnel that are overdue on class assignments. It was noted that personnel have not attended any National Domestic Preparedness Consortium training facilities (e.g. Security and Emergency Response Training Center [SERTC], Incident Response to Terrorist Bombings [IRTB], and various hazardous materials/biological courses at Anniston, AL.). It was also noted that the department’s command staff including the battalion chiefs have not taken advantage of the National Fire Academy’s various curriculums. Policy 402.01: Professional Development and Career

Advancement is used to address personnel and command staff development. This Policy has not been implemented.

### **Plan**

The chief of training will continue to evaluate the training program to ensure personnel are appropriately trained based upon position and responsibilities. The department will evaluate the degree of professional development and career advancement personnel must meet. The evaluation will be completed by December 31, 2024. The department will encourage personnel to attend National Domestic Preparedness Consortium courses. The department will encourage command staff personnel attend National Fire Academy curriculums as a condition of their position. Policy 402.01 would serve as a guide for attendance.

### **References**

Policy 401.01

Policy 402.01

JPR basic and advanced spreadsheet

Vector Solution credential function (on-site)

8B.2 The agency provides a training schedule that meets the organization's needs.

### **Description**

The chief of training establishes an annual training calendar based on minimum training requirements. The annual calendar is designed to organize fire suppression, EMS, and technical rescue, hazardous materials, and specialty training (e.g. exercises, drills, tabletops, etc.) classes based on training needs. The annual training calendar also allows the chief of training to schedule training activities that are seasonal in nature, coordinate class instructors, and manage mandatory training. Annual calendars are placed on the Vector Solution training platform.

### **Appraisal**

The processes used to schedule training have adequately met department needs. Annual calendars has allowed the chief of training to prioritize, coordinate, and assign training topics. This prioritization includes mandated training and training that occurs on a two year cycle (e.g. NREMT recertifications, fire investigation CEUs, fire inspector CEUs, etc.). The monthly calendars have allowed a degree of autonomy to company officers in addressing issues or weaknesses specific to that engine company. Vector Solutions have been an accessible platform to file annual and monthly calendars that personnel may view at any time.

### **Plan**

The chief of training will continue to publish annual and monthly training calendars. The chief of training will continue to solicit input from technical rescue coordinators to ensure technical rescue needs are met.

### **References**

Annual training calendar

**CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.**

**Description**

The department evaluates both individual and crew performance through practical skill assessments and multi-company evolutions. Individual assessment methods include JPR testing, technical rescue proficiency skills, emergency vehicle operator course (EVOC), and graded EMS CAPCE approved courses. Engine company assessments features live burn training that is consistent with NFPA 1403: Standard on Live Fire Training and NFPA 1410: Standard on Training for Emergency Scene Operations. Department Policy 403.01: Live Burns and Department Policy 403.02: Fire Critiques provides the necessary grading forms. Additional performance assessments include full scale graded exercises with multiple agencies that is evaluated by Lowndes County Emergency Management Agency and MS Emergency Management Agency district personnel.

**Appraisal**

The use of JPRs for individual assessments has sufficiently met department needs by outlining performance measures. JPRs provide a consistent method of performing the skills covering each shift. The Vector Solution platform has allowed the chief of training to assign EMS CAPCE topics. The course has set minimum time limits and provided a 20 question exam. The final step is individual feedback that is forwarded to the chief of training. The EVOC is performed on an annual basis that features a driving course with standard grading measures. The Engine companies have practiced skills relevant to live burns that include turnout drills, establishing a water supply, search patterns, ventilation, etc. Technical rescue training has incorporated individual skill proficiencies with team based scenarios. Full scale exercises has successfully tested department performance in addition to department performance with other agencies. Live burn drills have been designed to evaluate multi-engine performance objectives as identified in the burn drill incident action plan. After each evolution the chief of training and engine companies perform a “hot wash” with the purpose of meeting drill objectives or identifying areas for improvement. It was noted that the department had a fire suppression report card for actual structure fires that was extremely effective in grading multiple engine responses. The

report card graded 9 components to receive an overall score. The chief of training held incident critiques to discuss the report card. However, there was pushback from several command staff members and the report card process was suspended.

### **Plan**

The chief of training will continue to ensure that training objectives and performance measurements are mandatory components in the training program. This training will use individual and company based evolutions, drills, tests, and skill assessments that are based on national standards and peer practices. The chief of training will incorporate NFPA 1410 drills as part of the annual training calendar. The command staff will evaluate the need to continue with fire suppression report cards.

### **References**

JPR graded performance skills

Live burn IAP

Fire Report Card

NFPA 1410 drills

Policy 403.01

Policy 403.02

Vector Solution training platform (on site)

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

### **Description**

The department maintains processes to determine the reliability and consistency of training conducted. JPRs provide a standardized checklist of steps to be performed that allows a measure of consistency and reliability. NFPA 1410 outlines the tasks to be performed by the engine and grading elements. The EMS CAPCE courses provide feedback opportunities at the end of the course that is forwarded to the chief of training. Post live burn critiques identify any issues or areas of concern. The department uses lesson plans when available such as the EVOC, EMT classroom mandated training that includes blood borne pathogens, and NARCAN, etc.

### **Appraisal**

The use of standardized checklists and classroom instruction has adequately meet department needs. Checklists have provided a degree of standardization that has brought reliability and consistency in measuring performance. NFPA 1410 drills have been effective in the context of having defined activities with time objectives. The EMS topics are CAPCE approved courses meeting NREMT standards. Classroom instruction using lessons plans have ensured the content of the topic is being met. It was noted that the department had a fire suppression report card for actual structure fires that was extremely effective in grading multiple engine responses. The report card graded 9 components to receive an overall score. The chief of training held incident critiques to discuss the report card. However, there was pushback from several command staff members and the report card process was suspended. It was also noted that other measures to assess training should be evaluated to include more NFPA 1410 drills in the training cycle.

### **Plan**

The chief of training will continue with the current evaluation methods. The command staff will evaluate the need to resume the use of fire suppression report card as a measure of reliability. The chief of training will incorporate more NFPA 1410 drills into the annual training calendar.

**References**

NFPA 1410 drills

EVOC lesson plans

Bloodborne pathogens lesson plan

Narcan lesson plan



8B.5 The agency maintains a training records management system that meets its needs.

### **Description**

The department maintains a training records management system using hardcopies and the Vector Solutions training platform. Hardcopy records are used for personnel certifications. The chief of training maintain personnel files for each employee. These training records are duplicated with the additional copy given to the human resource director for backup purposes. The department uses the Vector Solutions platform as its main electronic training records documentation system. Company officers are given access to enter courses completed. The chief of training maintains an Excel spreadsheet as a quick access guide for personnel certifications and documentation of other courses.

### **Appraisal**

The processes used have sufficiently met department needs. As a control measure personnel must submit certificates to the chief of training prior to per diem reimbursements. Personnel files maintained by the human resource director have offered a safe means of redundancy. The use of Vector Solutions have effectively documented training hours. Prior to Vector Solutions the department and MSRB had to go through hard copy records taking a significant period. Vector Solutions can use report queries to retrieve the exact same data in minutes. The credential functions of Vector Solutions satisfactorily provided a dashboard view of training hours obtained for the fire, EMS, technical rescue, and hazardous materials programs.

### **Plan**

The department will continue with its current system of training record management. The chief of training will continue to maximize the functions provided by Vector Solutions.

### **References**

Personnel training files (on site)

Hard copy training

Vector Solutions training platform (on site)

**CC 8B.6 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.**

### **Description**

The department conducts a formal and documented annual program appraisal. The annual appraisal documents inputs, outputs, outcome-based objectives, and a summary conclusion with the goal of identifying service gaps or setting new outcome objectives. Annual appraisals also support a collaborative effort between department programs in the context that outcomes and objectives may be used by other programs to achieve their outcomes. Annual appraisals are provided to the mayor and chief operations officer to inform the governing body of department efficiency and effectiveness. Annual appraisals are used to support funding requests during the budget process.

### **Appraisal**

Annual program appraisals have been effective in documenting program efficiency and effectiveness by comparing inputs and outputs to outcome based performance goals. This comparison has provided sufficient quantitative and qualitative data to support the continuous improvement model by identifying service gaps or establishing new outcomes and objectives. Annual appraisals have allowed the department to justify budget allocations. For example, annual appraisals noted that the dive rescue and swift-water programs was suspended due to inadequate program funding.

### **Plan**

The department will continue with annual program appraisals to determine program effectiveness. The department will continue to provide appraisals to the governing body.

### **References**

Annual Program Appraisals

### **Criterion 8C: Training and Education Resources**

Printed and non-printed training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, and diversity, and are current.

#### **Summary:**

Columbus Fire and Rescue has established a training program that is managed by the chief of training. The chief of training is a full time position within the department. Training is accomplished by using both internal and external resources. The department uses the Mississippi State Fire Academy and other training facilities for professional certifications and technical rescue training. The department has adequate instructors to meet the training needs of each shift. Without a dedicated training facility, the department relies on partnerships with local industries, private owners, and the use of dilapidated residential structures to meet fire suppression and technical rescue training needs.

The chief of training is responsible for the administrative management of the division with responsibilities that includes but not limited to:

- Administration of the training curriculum
- Maintaining instructional resources and materials
- Accountability of the training material inventory
- Annual evaluation of training materials and resources
- Annual training budget requests

## **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**

The department utilizes the MS State Fire Academy (MSFA) as the main provider of certification courses to include fire, technical rescue, and hazardous materials. The MSFA facility includes a multi-storied heat house, a five story drill tower, assorted specialty props, fire apparatus, and classrooms. MS Homeland Security courses are taught at the Meridian Training Center that has props and classrooms appropriate to support class content.

The department does not have a dedicated training facility. The construction of Station 4 provided a dedicated training room that is capable of hosting multiple crews. The department partners with Mississippi University for Women (MUW) for use of vacant dorms and other locations for training evolutions that include hose advancement in multi-story buildings, primary and secondary searches, mayday procedures, etc. The rope rescue team identifies structures that are adequate to meet team needs. The city's Dilapidated Structure Program provides approximately 5 to 10 abandoned residential structures for live fire training events following MS Department of Environmental Quality inspection requirements. Front line apparatus is used for training requiring engines or the aerial ladder truck.

### **Appraisal**

The resources that have been used by the department supports training needs. The MSFA adequately supported professional certifications. The use of MUW vacant dorms has filled a need for fire related skills and multiple engine training. The use of buildings suffered a setback with the demolition of Taylor Hall. The other dorm being used has several issues that include mold in rooms due to water leaks, paint flaking off the walls, and being on the university's registry the department cannot use water inside the building. The department is hampered by a lack a dedicated burn training facility. Starkville Fire Department has a limited training facility with live burn capabilities but it is not feasible to take on-duty

personnel there. The use of dilapidated housing for live burn exercises is not reliable. Many of the buildings cannot be used due to structural integrity issues and MS Department of Environmental restrictions. The department has been given minimal points for facility training hours by the MSRB and cannot afford further deductions without putting the rating classification at risk of going into a higher classification. It was noted that the department has proactively researched dedicated training facility costs and began documentation for an Assistance to Firefighter Grant.

### **Plan**

The department will continue to be dependent on MUW and dilapidated housing for its fire suppression and facility needs. The department will continue to seek external partnerships to support training needs. The department will continue to include a burn training facility in its annual budget request and Strategic Plan. The department will continue to apply for a dedicated training facility.

### **References**

Live burn packets and IAPs

Facility packet

**CC 8C.2 The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.**

### **Description**

The chief of training is a dedicated full time command position managing the department's training program. The department is reliant on personnel for in-house training. Company officers are required to obtain NFPA 1041: Fire Service Instructor certification. Engineers and senior firefighters are given an opportunity to obtain certification. There are currently 21 non-command staff personnel that are NFPA 1041 certified. The department maintains personnel that are certified through Train-the-Trainer programs that includes emergency vehicle operators' course, auto extrication, specific technical rescue disciplines that include high angle rescue, overland search and rescue, and flood rescue. Subject matter experts (paramedics, law enforcement) are used in specific agency training. The MSFA maintains field delivery courses available to the department.

### **Appraisal**

The use of department personnel and subject matter experts has sufficiently met department needs. The number of certified instructors has ensured each shift has an adequate number of personnel to teach various courses. The use of subject matter experts have effectively met specific training needs. The use of the MSFA to provide field deliveries has been a positive.

### **Plan**

The department will continue to use personnel and subject matter experts to meet its training needs.

### **References**

Master training matrix

Hard copy training forms

8C.3 Instructional materials are current, easily accessible, and support the training program's stated objectives.

### **Description**

The chief of training is responsible for maintaining instructional materials that includes the main library of IFSTA manuals, instructional texts, and leadership books. Each station has a current copy of The Essentials of Fire Fighting. When the chief of training replaces older texts they are sent to the end stations because they still have a certain degree of value. The department includes web-based training as part of its training philosophy. Each station has Internet access to allow viewing of instructional videos or to research fire, medical, technical rescue, or hazardous materials related topics. The chief of training screens YouTube videos for content and applicability to monthly training topics. Target Solutions® offers web-based EMS training as well as instructional videos featuring a wide range of fire suppression, hazardous materials, and technical rescue topics through the Community Resources feature.

### **Appraisal**

The instructional materials maintained have met department needs. The chief of training has maintained current editions of IFSTA manuals in the main publications' library. The chief of training has kept current IFSTA manuals from personnel returning from the MSFA, especially manuals used in the promotional process. There are times when IFSTA manuals have access code cards. These codes have allowed the chief of training to download the manual electronically and are then placed on end station computers. The chief of training has maintained enough texts that are used in the promotional exams. The Vector Solutions platform has been effective in archiving power point presentations and lesson plans for various topics. The use of web-based video reviews has been effective in providing supplemental training to monthly training topics and for use during inclement weather.

### **Plan**

The chief of training will continue with the current processes used for obtaining instructional materials. The chief of training will keep current editions of IFSTA manuals in the main library. The chief of training will purchase texts on an as needed basis.

## **References**

Main library of texts

Promotional texts



8C.4 The agency has a process for purchasing, developing or modifying existing curriculum to meet its needs.

### **Description**

The chief of training is responsible for the in-house training curriculum. The curriculum underwent a major revision in 2017. JPRs were implemented based on the KSAs contained in the IFSTA Essential of Fire Fighter text. Company officers were given the latitude to conduct “flexible” training to address performance issues or areas of weakness of assigned personnel. Technical rescue training was changed using a priority based system rather than on a strictly rotational basis. This system considers favorable seasonal conditions to maximize training opportunities. The department makes use of web-based training that includes EMS CAPCE approved topics, YouTube videos, and Vector Solution videos in the Community function link.

### **Appraisal**

The curriculum changes made in 2017 has adequately supported department training. The use of JPRs effectively aligned fire training with MSRB requirements. JPRs had a secondary effect of bringing standardized consistency in proficiency skills. Flex training has satisfactorily met individual engine company needs by identifying and correcting areas of need. Changes in technical rescue training has maximized training opportunities and proficiency skills assessments. The use of web-based training has effectively allowed inside training when environmental conditions would restrict outside training activities.

### **Plan**

The chief of training will continue to use the processes that have been put in place. The chief of training will continue to assess feedback from personnel that could be used to modify or amend training curriculums.

### **References**

JPR training

Annual training calendars

Vector Solutions community function link (on site)

8C.5 Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

### **Description**

The department uses front line apparatus and equipment to meet training needs. The department is guided by the following policies:

- Department Policy 602.01: Daily Apparatus and Equipment Check
- Department Policy 602.02: Apparatus Preventative Maintenance
- Department Policy 602.03: Apparatus Pump Testing
- Department Policy 603.02: Hose Testing

These policies ensure apparatus and equipment is safe and readily accessible for training purposes by performing daily and weekly equipment and apparatus preventative maintenance. The department is responsible for completing annual pump and hose testing. The city shop conducts scheduled apparatus maintenance checks and repairs. The city shop also repairs small motors in ventilation fans, forcible entry tools, and chainsaws. Private vendors are used to perform annual safety checks on ground ladders, elevated streams, aerial platforms, and auto extrication tools.

### **Appraisal**

The processes used to ensure front line apparatus and equipment are functioning properly has satisfactorily met department needs. The use of front line apparatus has allowed personnel to utilize the resources they will have during emergency situations. Department apparatus and equipment checks have been effective in identifying potential issues. The use of private vendors has been sufficient in the inspection of apparatus equipment in a timely manner. It has been noted that apparatus taken to the city shop for repairs have been returned for the same issues.

### **Plan**

The department will continue with the current practice of using personnel and the city shop for general maintenance and repair. The command staff will continue to access the current practices of using front line apparatus taking into consideration the issue with apparatus repairs. Based upon this assessment, the department will continue to use front

line apparatus or totally equip reserve apparatus for training purposes. The command staff will decide by December 31, 2024.

**References**

Department Policy 602.01

Department Policy 602.02

Department Policy 602.03

Department Policy 603.02

Repair request forms

Private vendor equipment inspections

Private vendor aerial apparatus inspections

8C.6 The agency maintains a current inventory of all training equipment and resources.

### **Description**

The city maintains an inventory of equipment that includes laptop computers, flat screen televisions, iPads, and other equipment meeting city audit guidelines. The chief of training maintains an inventory of texts that includes IFSTA manuals, promotional texts, and laptop computers that are included in the city inventory. The public education program maintains an audio/visual projection viewer. Company officers are responsible for training materials kept at the station. The chief of training maintains a list of promotional texts that may be checked out. This list ensures a measure of accountability.

### **Appraisal**

The city's inventory equipment list has met city needs. The chief of training has implemented an inventory of promotional and other fire related manuals and texts. The manual checkout of texts has been effective in maintaining accountability. The laptops in the chief of training's office are approximately 20+ year old and does not have current software. The laptops are considered obsolete due to their operating capabilities. The department has 7 iPads that have been assigned to the department to be used for business inspections and personnel taking on-line courses at the MSFA. Personnel are required to check out iPads as well.

### **Plan**

The department will continue with current inventory and accountability processes. The department will assess the needs for more iPads or computer laptops.

### **References**

City inventory of department issued equipment  
Chief of Training Inventory and check out list

8C.7 A selection process is in place for training and educational resource materials.

### **Description**

The chief of training is responsible for recommending training and educational resource materials. Shift personnel and technical rescue team coordinators provides input into the selection of training materials such as vendor lesson plans, videos, and power point presentations. The chief of training maintains current editions of IFSTA manuals that include Essentials of Firefighting, Driver Operator, Company Officers, Safety Officer, etc. The chief of training uses the electronic access code cards to download manual content that is then placed on station computers.

### **Appraisal**

The current process has met department needs. The chief of training ordered hazardous materials and auto extrication training lesson plans due to input from the hazardous materials and technical rescue coordinators. The chief of training has attended numerous conferences with the purpose of evaluating current training materials and other resources. The chief of training recommended the purchase of Vector Solutions as its training platform due to conference attendance and accreditation site visits. Vector Solutions has modernized the training division's record management system and training platform. The use of electronic training materials placed on station computers has been inconsistent and has reached their one year access restriction. It was noted that the training budget does not have a dedicated line item for purchase of training and education resource materials.

### **Plan**

The chief of training will continue to seek input from personnel and other processes for the selection of resource materials that best meets department needs. The chief of training will include the purchase of educational materials in budget requests.

### **References**

Training library inventory  
FY 2024 budget

**CC 8C.8 Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.**

**Description**

The chief of training is responsible for the evaluation of training materials and strives to ensure that materials are current and relevant to department operations. The chief of training maintains IFSTA manuals and other texts that are on the promotional reading list. The use of JPRs ensures that fire related materials remain current. The chief of training attends conferences such as Fire Rescue International to review vendor products that will support department needs. The chief of training reviews training materials as part of the annual budget process.

**Appraisal**

The current processes used to evaluate training materials have met department needs. The chief of training has evaluated the need to purchase training materials based on the practice of obtaining IFSTA manuals from personnel returning from the MSFA and input from line personnel and technical rescue coordinators. The acquisition of IFSTA texts has ensured that current editions are being used. This has applied to personnel that have completed the NREMT course. The chief of training identified the need for a new training platform that was met by the purchase of Vector Solution training platform. CAPCE EMS topics, though Vector Solutions, have been vetted and approved by the NREMT. The Vector Solutions training platform has maintained a library of training videos presentations reflecting current topics that are consistent with peer recognized practices. It was noted that the department budget does not have a dedicated line item for training materials; however, the chief of training has been able to absorb these costs in other training line items. Annual program appraisals have effectively identified areas of concern or service gaps.

**Plan**

The chief of training will continue to evaluate training materials to coincide with the annual program appraisal process.

**References**

Promotional Reading list

Purchase of promotional and other training materials

Annual Program appraisal, page 22 – 23

## **Category 9: 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 fire 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. An agency seeking prima facie for this criterion should refer to the Commission on Fire Accreditation International Interpretation Guide for the qualifying language.

**Summary:**

Columbus Light and Water and East Lowndes Water Association maintain fixed water systems in the city. Each association maintains an infrastructure necessary to meet domestic and fire suppression water needs. The department establishes fire flow and flow duration rates through the plans review process. Fire flow requirements and flow rates are established by the International Fire Code (2015 ED).

Water system capabilities and performance is compared against known community hazards through the community risk assessment process required by the Standards of Cover. Strategic planning emphasizes the need for water system performance to meet known hazard requirements. The department maintains a working relationship with both associations in identifying areas where fire suppression demands exceed system capabilities.

Mobile water shuttle operations have been identified as a viable alternative water supply to supplement fixed systems. Water shuttle operations are established through department resources and mutual aid agreements with the Lowndes County Volunteer Fire Departments.

**CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and/or internationally recognized standards and includes this information in the fire risk evaluation and pre-incident planning process.**

### **Description**

Columbus Fire and Rescue establishes minimum fire flow requirements and flow duration times (total water supply) through Appendix B Sections B105 and Table B105.1 of the International Building Code, 2021 Ed. Fire flow requirements and flow duration times are part to the plans review process for new construction. The department references the ISO Guide for Determination of Needed Fire Flow to confirm flow rates based on Fire Suppression Rating Schedule standard. Image Trend's Elite records management system is used to document business and commercial properties that includes available fire flow rates. Columbus Light and Water and East Lowndes Water Association provide fire flow rates for their respective systems. The Community Risk Assessment and Standards of Cover (CRA-SOC) provides an overview of water system capabilities and maps illustrating fire flow rates in station response areas in the Planning Zone Profiles section. The department uses the RAFTER methodology to identify occupancy hazards that includes an assessment of water system capabilities.

### **Appraisal**

The plans review process for new construction have satisfactorily met department needs. The Elite records management system has adequately documented fire flow rates for business and commercial occupancies. The department updates the RAFTER hazard assessments every two years during business and commercial inspections. Engine companies use the RAFTER assessments during training related to district hazard planning.

### **Plan**

The department will continue to use the plans review process to establish water supply requirements for new construction. The department will continue to use the RAFTER methodology to document occupancy risks and hazards.

**References**

ISO Guide for Determination of Needed Fire Flow

International Building Code, 2021 Ed.

CRA-SOC, pages 37 & 38, 40 - 82

RAFER risk assessments

**CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and/or internationally recognized standards, to control and extinguish fires.**

**Description**

Columbus Light and Water and East Lowndes Water Association provides water supplies for fire suppression and domestic purposes through a system that uses above ground tanks, storage wells, and hydrants in a gridded system to maximize water flow capabilities. The CRA-SOC identifies areas where water supplies are insufficient. The department uses water relay and water shuttle operations with mutual aid assistance from the county's volunteer fire departments to maintain adequate flow rates. The department maintains a 2,500 gallon tanker to support water shuttle operations.

**Appraisal**

Both water systems have sufficiently met department needs. Both systems have upgraded their capabilities based on recommendations from the MS State Rating Bureau.

Improvements were realized in hydrant size, installation, and fire flow testing. Columbus Light and Water has a system capable of 6.9 million gallons with a usage rate of approximately 42% of design capacity. East Lowndes Water Association has a system capable of 600,000 gallons with a usage rate of approximately 7% of designed capacity. Both systems have been interconnected by a series of valves that enables each to provide additional water if needed. The CRA-SOC identified areas of minimum flow rates that was mainly found in the outer boundaries of the city. Department Policy 202.01: Fire Response has identified these areas. The use of relay pumping or a water shuttle operation would meet fire flow needs.

**Plan**

The department will continue to make use of both fixed water systems. The department will continue to work with both water utilities to identify coverage gaps. The department will continue its mutual aid agreements with Lowndes County Volunteer Fire Departments.

**References**

Columbus Light and Water system maps and Excel spreadsheets

East Lowndes Water Association system maps and Excel spreadsheets

CRA-SOC, page 38, 46, 55, 63, 72, 80

Department Policy 202.01

MS State Rating Bureau report

9A.3 The agency has a contact list on file and maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

### **Description**

The department maintains a working relationship with the manager and supervisory personnel of each system. The department uses fire hydrant maintenance forms to report system or hydrant problems. Each water system notifies the department of hydrant status (i.e. out of service/in-service) via E-911 notifications. The department receives memorandum of notifications regarding new hydrant installations. Department Policy 603.01: Hydrant Maintenance provides guidance regarding hydrant related issues.

### **Appraisal**

The department has developed an effective working relationship with each water association. The flow of information from the department to both utility providers and vice versa has been done in a timely manner that allows for up-to-date information. No issues have been noted with either utility provider.

### **Plan**

The department will continue to foster and maintain a positive working relationship with each water association.

### **References**

Department Policy 603.01

Fire Hydrant Maintenance Report form

9A.4 The agency maintains copies of current water supply sources and annually reviews fire hydrant maps for its service area to ensure they are accurate.

### **Description**

Columbus Light and Water and East Lowndes Water Association provides hydrant location, flow rates, and static/residual pressures via electronic spreadsheets and maps. The department's driver/operators have personal map books that incorporate hydrant locations. Each engine company is assigned a hydrant district for general purpose maintenance.

### **Appraisal**

Columbus Light and Water and East Lowndes Water Association has adequately met department needs by providing hydrant locations in electronic and map formats. The use of personal map books of drivers/operators have been effective at identifying hydrant locations. Engine companies has been assigned hydrant districts for general maintenance that ensures hydrants are correctly placed and no new hydrants have been added. Both processes have been adequate in identifying hydrant locations. It was noted that upkeep of hydrant locations in both electronic and map formats has not been assigned as a collateral duty to command staff personnel.

### **Plan**

The department will continue to maintain hydrant locations in the processes described above. The command staff will evaluate which command staff member is best suited to assume this collateral duty.

### **References**

Electronic hydrant spreadsheets  
Hydrant maps  
Company engine hydrant districts

9A.5 Fire hydrant adequacy and placement are based on nationally and/or internationally recognized standards and reflect the hazards of the response area.

### **Description**

The Fire Prevention Division identifies hydrant adequacy and placement as part of the plans review process for multi-family residential and commercial construction. Appendix C of the Internal Fire Code (IFC) 2021 Ed. provides guidance for hydrant placement requirements. Placement of hydrants takes into consideration apparatus access, street configurations, and other features specific to that location that includes maximum allowed distances from sprinkler connections. The department works with each water utility to identify areas where hydrant flow rates are insufficient to meet fire suppression needs. The CRA-SOC identifies hydrant locations with flow rates for each station response area in the Planning Zone Profiles. Hydrant colors meet National Fire Protection Association (NFPA) 291: Recommended Practice for Water Flow Testing and Marking of Hydrants standards.

### **Appraisal**

The department has followed the IFC recommendations for hydrant adequacy and placement for multi-family residential and commercial construction during the plan review process. Hydrant placement in the city for residential and commercial occupancies does not exceed 600 feet except for a few isolated areas. This placement has been consistent with national standards and the MS Rating Bureau recommendations during the last rating cycle. The CRA-SOC has adequately identified areas where fire flow rates are not sufficient. The department has worked effectively with each utility in identifying these locations and having hydrants installed to meet fire suppression needs. It was noted that hydrants in personal map books have not been color coded. As a result, hydrants with high flow rates may be bypassed for low flow hydrants closer to the fire.

### **Plan**

The department will continue to identify areas or target hazards where fire flow rates or the number of hydrants are not sufficient to meet incident needs. The department will continue to work with each utility in resolving these issues. The fire marshal will continue to use Appendix C of the IFC as the primary reference regarding the number and distribution of hydrant placement.



**References**

International Fire Code, 2021 ED.

CRA-SOC, page 38, 46, 55, 63, 72, 80

MS Rating Bureau Fire Suppression Grading Inspection

NFPA 291

9A.6 Public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with nationally and/or 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**

The department performs general maintenance of hydrants. Engine companies are assigned a hydrant district for the purpose of performing maintenance that includes the removal of vegetation that reduces hydrant visibility, lubrication of hydrant caps, and opening the hydrant only to ensure water flows. These practices are consistent with the IFC. Both utilities are responsible for hydrant repair, flushing, and testing of flow rates. The department reports any issues to the utilities using a hydrant repair form.

### **Appraisal**

The general maintenance of hydrants has satisfactorily met department needs. The removal of vegetation and lubrication of caps has provided a means of making hydrants readily accessible and ensured hydrants are properly working barring unknown damage. Hydrants are also checked during annual engine company inspections. The utilities have repaired hydrants in a timely manner.

### **Plan**

The department will continue to perform general maintenance on hydrants through the processes identified. The water utilities will continue with the repair, flushing, and testing of hydrants.

### **References**

International Fire Code, 2021 ED.

Engine Company Hydrant districts

Driver/Operator map books

9A.7 The agency identifies, plans and trains for the possibility of a water supply system failure, including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or inaccessible.

### **Description**

The department identifies areas where hydrant flow rates are not capable of meeting fire suppression needs. These areas are documented in the CRA-SOC. The department maintains two processes to establish a reliable water source that includes an internal relay pumping operation and the use of mutual aid assistance from the county's volunteer fire departments. Both utility systems are interconnected through a series of valves that provides a certain degree of contingency planning. The department maintains a 2,500 gallon tanker to support water shuttle operations.

### **Appraisal**

The CRA-SOC process clearly identified areas where the water supply does not meet fire suppression needs. The department conducted both water shuttle and water relay operations with mixed results. Even though the department has a 2,500 gallon tanker, it was difficult to maintain reliable suppression streams indicating the need for mutual aid assistance. Even with mutual aid support, the water shuttle operation has revealed vulnerabilities in travel times due to the distance required to find a hydrant capable of meeting incident refill needs. The department had more success conducting a water relay operation. Each apparatus has 1,500 feet of large diameter hose (LDH) that serves as an above ground water main. This total would allow the department to provide a water relay operation exceeding one mile. It was noted that the department has not conducted water shuttle operations with the volunteer fire departments to remain proficient in maintaining fire flow requirements.

### **Plan**

The department will continue to identify areas where low flow rates exists. The department will continue to use mutual aid assistance in water shuttle operations. The chief of training will schedule more training opportunities with the county volunteer fire departments. The chief of training will conduct NFPA 1410: Standard on Training for Emergency Scene Operations drills to remain proficient with water relay operations.

**References**

CRA-SOC, pages 38, 46, 55, 63, 72, 80

NFPA 1410 drills

Mutual aid agreements

Strategic Plan

9A.8 The agency has operational procedures in place outlining the available water supply and reviews those procedures as part of their documented review policy.

### **Description**

The department addresses available water supplies during fire suppression operations and Department Policy 202.02: Fire Response. Department Policy 201.01 addresses the need to establish a water supply by the first due or second due unit. These policies ensure that an adequate water supply is established and maintained. Policies are reviewed once every two years or on an as needed basis.

### **Appraisal**

Department policies have addressed the establishment and continuance of an adequate water supply. It was noted that the policies could be more comprehensive in nature providing guidelines for incident command and first due arriving units.

### **Plan**

The department will continue to use operational policies for fire suppression operations. The department will evaluate the need to revise these policies to provide a more comprehensive plan to establish guidelines for incident command and first due units. The revision of policies, if required, will be completed by December 31, 2024.

### **References**

Department Policy 201.01

Department Policy 202.01

### **Criterion 9B: Communications 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 Lowndes County E-911 Communications Center (LCCC) maintains an FCC licensed 700/800 MHZ P25, Phase II Digital compliant trunked radio system. The communication system has additional hardware and software that included repeater systems, computer aided dispatch, and accessory equipment to meet the interoperable communication needs of the jurisdictional agencies in emergency event notification and dispatching. The LCCC is equipped with an uninterrupted power supply and emergency generator to ensure no disruption of service occurs. Maintenance agreements, in addition to in-house weekly and annual preventative maintenance checks, ensure system reliability.

The LCCC has minimal staffing levels to meet call volumes. Public Safety Dispatchers (PSDs) must meet state certification training. LCCC dispatchers complete state training requirements in addition to an in-house training program that consists of a 40 hour basic law enforcement and fire department dispatching. PSDs are required to certify in the 24 hour emergency medical dispatching course. The department has provided the LCCC with dispatching protocols required by the department.

Columbus Fire and Rescue maintains communication equipment necessary to meet department needs. Each station, apparatus, and vehicle contains a mobile radio. Personnel are issued handheld radios. These radios are programmed with other agency channels to allow communication interoperability.

**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 Lowndes County E-911 Communication Center (LCCC) communicates with jurisdictional agencies through an FCC licensed 700/800 MHZ P25, Phase II Digital compliant trunked radio system. The communication center maintains a 100 foot main repeater tower inside city limits and two repeater towers in the northern and western part of the county. This system provides administrative and emergency communications with Columbus Fire and Rescue, Columbus Police Department, Lowndes County Sheriff's Office, and Lowndes County Volunteer Fire Districts. Columbus city works and Baptist Memorial Hospital are on separate systems. The communication system assigns agency talk group channels. These are an additional 46 channels within the talk group to meet agency needs. The LCCC maintains a regional talk group and a statewide talk group, R5SE Common. Both systems allow for interoperability communications. LCCC maintains a reciprocal agreement with Oktibbeha County E-911 to become the primary Public Safety Answering Point (PSAP) should a system failure occur.

The department received an Assistance to Firefighter Grant for the replacement of base stations, mobile radios, and personal handheld radios in 2020. This grant updated the department's communication capabilities to integrate to the 700/800 MHZ system. The department maintains an encrypted primary and command staff channel, non-encrypted administrative and tactical channels. The department maintains an interoperable capability with other local and regional agencies that includes Columbus Police Department, Lowndes County Volunteer Fire Department, Lowndes County Sheriff's Office, public works, Lowndes County Regional Airport, statewide fire, regional fire departments, etc. The department identified areas where communication would be difficult during initial testing of system capabilities.

**Appraisal**

The communication capabilities of LCCC has met department needs. The installation of the 700/800 MHZ system significantly upgraded interoperability with local and regional agencies. The department has access to both administrative and operational encrypted and non-encrypted channels. These channels have allowed a degree of flexibility to operate on multiple channels during large scale emergency events. The department identified areas where communication was difficult, most notably in the city's furthestmost jurisdictional boundaries. The department also identified communication issues in large commercial occupancies within the city. The department requires one member to remain at the apparatus when inside these occupancies. The department and LCCC continues to research options for the areas near jurisdictional boundaries.

**Plan**

The LCCC will continue to operate under its assigned license. The center will maintain an interoperable radio system to ensure communication with all jurisdictional agencies. The department will continue to identify areas of poor communications and work with LCCC to correct these issues.

**References**

LCCC channel assignments (on site)

Department Radio Communications AFG award



9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

**Description**

The LCCC does not receive fire alarms or other reporting signals directly from commercial or residential locations. All alarm system activations go through private vendors that notify the LCCC through administrative telephone lines.

**Appraisal**

The capability to receive automatic and manual alarms was removed during the 2011 renovation of the center and upgrade to the CAD system hardware. The current system of using private vendors to monitor and report alarm activations has adequately met department needs.

**Plan**

There is no plan to change the current system.

**References**

LCCC hardware and software capabilities

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 LCCC serves as the public safety answering point (PSAP) for all emergency incidents in the county. The center underwent a major renovation in 2011 that included facility and CAD hardware/software upgrades that included an ANI/ALI E-911 telephone system, 4 functional dispatching consoles/monitors, a recording/playback system, Geocomex / Z-tron CAD software, address files, county/city map displays, and general office equipment. The LCCC has a Director's office that is used for agency administration. The installation of the 700/800 MHZ system and dispatching software upgrades were completed in 2020. The facility is access protected.

### **Appraisal**

The renovations have significantly improved center capabilities and has met department needs. The renovations have improved efficiency in alarm handling and dispatching times. The renovations replaced general office equipment such as copiers, ergonomic work stations, and a rotational center file accessible to each dispatching console holding standard operating guidelines, dispatcher work schedules, etc.

### **Plan**

The LCCC Director will periodically assess the functionality of both hardware and CAD software to ensure effective communication between agencies and the LCCC.

### **References**

LCCC Renovation records

LCCC Equipment Inventory Record

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and tested and has automatic backup capability.

### **Description**

The LCCC's electrical power is provided by Columbus Light & Water. The LCCC maintains an automatic emergency electrical back-up system provided by an uninterrupted power supply (UPS) and emergency generator. The agency's repeater system is located at a separate location. The repeater also has a UPS and emergency generator for emergency power. Both generators are capable of meeting electrical service demands. Dispatchers have been trained in power transition procedures. The LCCC and repeater site is tested weekly, monthly, and annual preventative maintenance to ensure reliability.

### **Appraisal**

The UPS and emergency generator has adequately met center needs by providing an uninterrupted, automatic backup electrical supply. Dispatchers have been trained in the event of power failures and power transition procedures. Reliability is maintained through weekly tests, monthly maintenance checks, and yearly preventative maintenance.

### **Plan**

The LCCC will continue to maintain an UPS and emergency generator as an alternative, uninterrupted power supply. Lowndes County Maintenance will continue to provide for UPS and generator emergency monthly maintenance checks. Annual preventative maintenance will continue to be provided by an outside vendor.

### **References**

UPS and generator Maintenance Schedules

9B.5 Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel are on duty to handle the anticipated call volume.

### **Description**

The LCCC maintains an authorized staffing level of 16 full time dispatchers and 4 part time dispatchers. The LCCC operates on a 4 shift 12 hour rotational schedule. Shift hours are 6 a.m. to 6 p.m. and 6 p.m. to 6 a.m. Each shift is assigned a supervisor. Due to staffing shortages, the LCCC has 3 dispatchers per shift that includes the use of trainees, especially during the 6 p.m. to 6 a.m. shift when call volumes are typically slow. The LCCC maintains an on-call rotation that allows for a recall of dispatchers for anticipated and unanticipated events that increase call volumes.

### **Appraisal**

The LCCC's staffing issue is not a recent occurrence. The center has experienced significant attrition rates. Since 2020, the center has lost 12 certified dispatchers and 25 trainees. All trainees are initially assigned to the city fire, county fire, EMS, and primary call taker console position. This position is considered the most difficult to master. The assumption being that if they can master this position they can master the remaining two. The LCCC director has offered overtime and the use of part time dispatchers to have more certified dispatchers available. This is not an ideal situation for the department. Inexperienced dispatchers have resulted in long alarm handling times and errors in dispatching incidents. High alarm handling times are found across all risk classifications and risk categories.

### **Plan**

The LCCC Director will continue to work towards maintaining full staffing levels with certified dispatchers. The department will continue to work with the LCCC to improve alarm handling times through changes in dispatching practices or procedures.

### **References**

LCCC dispatcher work schedules

Dispatcher resignations

Alarm handling times (see CRA-SOC, pages 93 – 105)



9B.6 A maintenance program is in place with regularly scheduled and documented system tests.

### **Description**

The LCCC maintains agreements with Lowndes County maintenance, a third party vendor, and AT&T to meet its maintenance and repair needs. Lowndes County maintenance provides weekly and monthly checks to the center 's emergency generator. In addition to the weekly and monthly checks, a third party vendor provides annual preventative maintenance checks and repairs. AT&T provides service and repair to the center's radios and CAD hardware. AT&T sub-contracts this agreement to multiple outside vendors. Geocomex provides maintenance and repair to the CAD software. The LCCC performs radio checks with the department each morning and night. The morning tests involves each station, engine, and company officer radios. The night tests involve the "all tone" feature that triggers the radio monitor at each station.

### **Appraisal**

The maintenance agreements with outside agencies and vendors have adequately met LCCC needs. The agreement with Geocomex has specified a maximum time to be on location. The agreements have identified which radio and CAD hardware components are under warranty and under what conditions. The LCCC has been subject to two lightning strikes. Each time the vendors were able to make repairs and restore communications in a timely manner with no repair costs to the center. The morning and nightly radio tests have satisfactorily met department needs.

### **Plan**

The LCCC will continue to maintain maintenance agreements with all relevant parties. The center will continue to conduct internal system tests.

### **References**

LCCC weekly, monthly, and annual maintenance tests  
AT&T Maintenance Agreement

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 and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.

### **Description**

The department uses NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems to establish alarm handling response times. Department Policy 201.11: Lowndes County E-911 Dispatching Protocols establishes a benchmark goal of 60 seconds for alarm handling times. This policy is provided to the LCCC.

### **Appraisal**

The current staffing issue has led to high alarm handling times. High alarm handling times are reflected in all risk classifications and risk categories. The LCCC has initially placed trainees on the city fire, county fire, and EMS console which is considered difficult to master. It was noted that the department has not consistently provided alarm handling times to the LCCC Director. The department uses Image Trend's Continuum software as its primary analysis tool. This software has significantly improved the department's ability to generate standard or custom reports.

### **Plan**

The department will continue to encourage the LCCC to meet the benchmark goal of 60 seconds. The department will provide the LCCC Director with monthly response time performance reports. The department will continue to work with the LCCC Director to evaluate procedures or processes that will improve alarm handling times.

### **References**

NFPA 1221

Department Policy 201.11

Continuum Response time reports

9B.8 Communications training programs for emergency telecommunicators and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

### **Description**

MS Code 31 §601-Chapter 7 establishes minimum training and certification requirements for public safety dispatchers (PSDs). PSD training consists of a 40 hour basic course offered by the Association of Public-Safety Communications Officials (APCO), The National Emergency Communications Institute (NECI), or the International Academies of Emergency Dispatch (IAED). PSDs must also complete a 24 hour emergency medical dispatch course through APCO, NECI, or IAED. After 3 years, the PSD must attend a 16 hour re-certification course in addition to having obtained 48 hours of continuing education. The LCCC provides in-house training to new employees that includes general procedures (e.g. telephone/radio procedures, call taking, NCIC, etc.) and agency specific dispatching protocols. PSD trainees are evaluated using a comprehensive performance evaluation consisting of 6 components and 81 individual skill assessments.

### **Appraisal**

PSDs are required to certify in law enforcement and fire dispatching consisting of 40 hours and emergency medical dispatching consisting of 24 hours. The basic training curriculum has sufficiently provided PSDs with the basic skills, knowledge, and abilities required for the position. The LCCC has 9 dispatchers holding EMD certification. Another 3 dispatchers will complete EMD certification in April. The in-house training and skill check-off assessments have been effective in determining trainee competency.

### **Plan**

The LCCC will follow state laws regarding PSD certifications. The LCCC will continue with in-house training using the performance evaluations as a measure of competency.

### **References**

MS Code 31 §601-Chapter 7

LCCC Dispatcher Skills Check-off List

LCCC Training files (on site)



9B.9 The interoperability of the communications system is documented, tested and evaluated. 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 LCCC communicates with jurisdictional agencies through an FCC licensed 700/800 MHZ P25, Phase II Digital compliant trunked radio system. This system allows interoperability communications between local and regional agencies that includes Columbus Fire and Rescue, Columbus Police Department, Columbus Public Works, Lowndes County Sheriff's Office, Lowndes County Volunteer Fire Districts, and Baptist Memorial Hospital Ambulance Service. Agencies share common channels that allows direct communication. Interoperability communications are tested during annual full scale multi-agency exercises. The exercise grading sheet evaluates 13 plan components in addition to identifying exercise objectives, lessons learned, and an improvement plan.

### **Appraisal**

The communication system has been effective in establishing interoperability communication between local and regional agencies. The annual full scale exercises have tested system capabilities and has been an effective evaluation tool. After exercise critiques have identified communication strengths as well as areas for improvement. Areas for improvement have been typically procedure based rather than issues with system capabilities. Changes to communication plans and/or procedures have been made based upon these critiques and are tested in the following year's exercise. Exercise communications has been consistent with Emergency Service Function #2.

### **Plan**

The Lowndes County Emergency Management Agency will continue with full scale exercises that tests interoperability communications capabilities between local agencies.

### **References**

Annual Exercises with Post Exercise Critiques

9B.10 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 LCCC maintains an emergency medical dispatch (EMD) system that allows dispatchers to provide pre-arrival patient care instructions and the triaging of medical calls for service. All dispatchers are required to have EMD certification to meet MS Code 31 §601- Chapter 7 regulations. The LCCC has 9 dispatchers with EMD certifications. An additional three dispatchers will obtain certification in April. The LCCC maintains at least one EMD certified dispatcher on each shift. The LCCC recently updated their EMD with current EMD trays.

### **Appraisal**

The LCCC has adopted the National Academy EMD Protocol medical priority dispatch system that is based on patient signs and symptoms to initiate pre-arrival patient care instructions. However, dispatchers do not use the EMD system. Dispatchers have relied on basic questions and experience to gather patient information and determine the cause of the medical emergency. Conventional wisdom suggests positive patient outcomes increase when EMD is used. There has been no assessment to determine the impact of not using the EMD system.

### **Plan**

The LCCC director will ensure all employees have current EMD certifications. The LCCC will assess the need for EMD relative to what is best for the center and community.

### **References**

EMD system (on site)

Employee EMD Certifications

MS Code 31 §601- Chapter 7

9B.11 The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large-scale incidents.

### **Description**

The LCCC operates on a 4 shift / 12 hour rotational schedule staffed with 7 certified dispatchers, 5 trainees, and 4 part time dispatchers. Shift hours are 6 a.m. to 6 p.m. and 6 p.m. to 6 a.m. Each shift is assigned a supervisor. Due to staffing shortages, the LCCC has 3 dispatchers per shift that includes the use of trainees, especially during the 6 p.m. to 6 a.m. shift when call volumes are typically low. The LCCC maintains an on-call rotation that allows for a recall of dispatchers to supplement normal staffing levels for anticipated and unanticipated events that increase call volumes.

### **Appraisal**

The LCCC's staffing issue is not a recent occurrence. The center has experienced significant attrition rates. Since 2020, the center has lost 12 certified dispatchers and 25 trainees. The LCCC has used overtime and part time dispatchers to staff the center with certified dispatchers. To alleviate calls that overwhelm center capabilities, the LCCC has activated the emergency operations center during large scale or potential large scale emergency events. The LCCC receives emergency calls then passes call information to individual agencies in the EOC that dispatches their units. This approach has adequately met department needs.

### **Plan**

The LCCC will continue to work towards full staffing with certified dispatchers. The LCCC will make use of overtime and part time dispatchers to supplement normal work schedules.

### **References**

LCCC work schedules

LCCC on-call staffing (on site)

9B.12 The agency has a documented plan, which is reviewed and tested annually, to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility.

### **Description**

The LCCC maintains contingency processes and procedures in the event of any partial or total disruption or failure of the communications system. The LCCC maintains an automatic emergency electrical back-up system provided by an uninterrupted power supply (UPS) and emergency generator should a loss of power occur. Weekly, monthly, and annual maintenance checks ensures a degree of system reliability. Loss of power procedures are outlined in the LCCC's standard operating guideline and dispatchers have been trained in power transition procedures. LCCC maintains a reciprocal agreement with Oktibbeha County E-911 to become the primary Public Safety Answering Point (PSAP) should a total system failure occur.

### **Appraisal**

The LCCC has processes and procedures in place should a total disruption or failure to the communications system occur. These procedures have met LCCC and department requirements. Weekly, monthly, and annual maintenance checks have ensured a degree of system reliability. The LCCC has written SOGs to address a loss of power event and dispatchers have been trained in power transition procedures. The LCCC has maintained a reciprocal agreement with the Oktibbeha E-911Center to assume PSAP responsibilities. Combined, these processes and procedures have created a level of redundant measures to ensure a reliable communication system.

### **Plan**

The LCCC will continue to perform maintenance checks outlined in the procedures above. The LCCC will ensure new trainees are instructed in the power transition procedures.

### **References**

Maintenance agreements

**CC 9B.13 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency’s goals and objectives.**

**Description**

The department formally assesses and documents the LCCC through annual compliance reports and a review of agency outputs and outcomes. Outputs include the number of calls received to include non-emergency, number of emergency dispatches by agency, number of personnel, and personnel certifications. Outcomes are based on alarm handling baseline and benchmark objectives.

**Appraisal**

The appraisal process has met department needs relative to identifying trends that impact service delivery. Call volume has remained relatively static. The LCCC has continued to experience staffing shortages. Since 2020, the center has lost 12 certified dispatchers and 25 trainees. Current staffing has allowed 3 dispatchers per shift that includes the use of trainees, especially during the 6 p.m. to 6 a.m. shift when call volumes are typically slow. All trainees are initially assigned to the city fire, county fire, EMS, and primary call taker console position. This position is considered the most difficult to master. The department has set a benchmark goal of 60 seconds for alarm handling performance. It is reasonable to suggest that the inexperience of trainees has resulted in higher than normal alarm handling baseline performance. High alarm handling times have remained consistent in all risk classifications and risk categories.

**Plan**

The department will continue to work with the LCCC in meeting benchmark goals. The department will provide the LCCC with monthly alarm handling times to identify shift performance.

**References**

Department Annual Compliance Report  
LCCC Output/outcome performance

### **Criterion 9C: Administrative Support Services and Office Systems**

Administrative support services and general office systems are in place with adequate staff to conduct and manage the agency's administrative functions such as organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction, and purchasing efficiently and effectively.

#### **Summary:**

Columbus Fire and Rescue maintains an organizational structure to support department administrative needs. The fire chief provides overall management of the department. The fire chief is assisted by the department's command staff that serves as program managers. The organizational chart and command staff job descriptions is found in department policy. The department uses both hardcopy and electronic formats for administrative forms, manuals, and documents.

The department maintains clerical supplies and equipment necessary for administrative operations. The department also maintains technological equipment that supports department operations. The department utilizes two records management systems for documentation of emergency incidents and for incident analysis. The city's Information Technology Department is responsible for technology related recommendations, purchases, and repair. The department uses various mediums to keep the public informed. The department's web page provides general information and contact information. The use of pamphlets, brochures, and public safety announcements has been effective in delivering fire safety messages.

**Performance indicators:**

**CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.**

**Description**

Columbus Fire and Rescue is authorized to have one administrative assistant position as outlined by Department Policy 102.01: Organizational Structure. This position is a full time, permanent position within the department. Department Policy 102.02: Job Descriptions list major responsibilities and duties that include but not limited to maintaining personnel and administrative files, maintains the department's payroll system, issues purchase orders from appropriate line items, maintains budget accounting, and maintains command staff agenda minutes. The administrative assistant reports directly to the assistant fire chief.

**Appraisal**

The administrative assistant position has satisfactorily met the clerical duties of the department. The administrative assistant's duties and responsibilities are consistent with the department's size, function, complexity, and mission. Additional tasks are assigned as necessary.

**Plan**

The department will continue to support the need for an administrative assistant position. The department will evaluate duties and responsibilities of the position once every two years or as necessary. Any changes will be reflected in an amendment to Department Policy 102.01.

**References**

Department Policy 102.01

Department Policy 102.02

9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.

**Description**

The department's primary public reception area is located at Station 4. The administrative assistant answers citizen questions or directs the citizen to the appropriate division (e.g. fire marshal, public education, training, etc.). Station 4 also complies with any requests made under the Freedom of Information Act. Station 1 serves as the secondary public reception area. Station 1 maintains an incident log that is used to provide information to various media outlets regarding incident responses, completes public information forms used by citizens to obtain aid from local relief agencies after residential fires, and provides copies of fire reports to insurance investigators. Other public information channels includes the city web page with links to each department. Department information is contained within this link. The department also publishes pamphlets with various messages.

**Appraisal**

The primary and secondary public reception areas has adequately met department and customer needs. Station 4 has been effective in providing information that is mainly administrative in nature while Station 1 has been effective in providing information that is mainly operational in nature. It was noted that the city's web page is not updated as often as it should resulting in outdated information. It was also noted that administrative personnel at Station 4 work Monday through Thursday. Any citizen questions or requests are not completed until the following Monday.

**Plan**

The department will continue to maintain a primary and secondary public reception areas. The department will monitor the department's web page link to ensure information is up to date and correct. The department will continue to assess ways to improve customer service and satisfaction.

**References**

Department web site  
Request for Public information forms





**CC 9C.3 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 department maintains documents, forms, manuals, and policies necessary to support department administrative and operational needs. The department continues to replace hardcopy forms with an electronic version. Department policies and procedures is in electronic format and is placed on station computers. The department continues to use hardcopy forms for the battalion chief and captain daily journals, daily apparatus and equipment checks, and weekly apparatus preventative maintenance checks. Department policies and procedures and administrative forms are reviewed once every two years or as needed.

**Appraisal**

The department has made progress in its transition to a paperless environment to include administrative and operational documents and forms. The review period of once every two years has satisfactorily met department needs. It was noted that the department has not taken advantage of its Elite RMS. This transition would essentially make the department hardcopy free. This is important due to the cost of printing hard copies every time a change is made.

**Plan**

The department will continue to use forms, documents, and manuals in its current format. The department will assess the full functionality of the Elite RMS to determine the need to transition into current unused functions.

**References**

Department Policies and Procedures Manual (on site)  
Request forms  
Public Information forms

9C.4 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 State of MS Local Government Records: Records Retention Schedule provides guidance relative to the retention and destruction of department records. The Schedule provides a comprehensive retention cycle of approximately 26 department records. The retention cycle is clearly identified and takes into account factors that change the time documents are required to be maintained.

### **Appraisal**

The Records Retention Schedule clearly identifies the time records must be maintained. This schedule has adequately met department needs. The department has provided a records storage room at Station 4 and Station 2. Both rooms have adequate access protection. The destruction of department records is consistent with the recommendations made by the Records Retention Schedule.

### **Plan**

The department will continue to follow the guidelines identified in the Records Retention Schedule.

### **References**

Records Retention Schedule, pages 28 - 32

**Criterion 9D: Information Technology**

Information technology resources are in place with adequate staff to conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis efficiently and effectively.

**Summary:**

Information technology resources are in place with adequate staff to conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis efficiently and effectively.

**Summary:**

The city maintains an Information Technology division that is geared towards increasing efficiency, store and secure information, and improve communications. The city has completed a hardware upgrade by replacing obsolete laptops. The city also maintains a hypervisor software package that essentially provides a multi-server capability through a host computer. The city will soon transition to Microsoft 365 that will significantly upgrade the software package through cloud based storage. The Microsoft 365 software provides several cybersecurity measures that include P2 and multi-factor authentication that requires two or more pieces of evidence to an authentication mechanism.

**CC 9D.1 Hardware, software and IT personnel are appropriate for the agency's size, function, complexity and mission.**

The city maintains an Information Technology (IT) department to increase efficiency, store and secure information, and improve communications. The city does not have an on-site IT presence due to the resignation of the IT director this month. The city entered into an agreement with the past IT director to serve in an interim capacity. Many IT related issues can be resolved remotely and for those that cannot, the consultant will resolve issues on-site. The consultant has been given the authority to hire two on-site IT technicians within the next couple of months.

The city maintains a hypervisor software that creates and runs virtual machines on a physical host computer. The hypervisor provides a multi-server capability. The hypervisor enables server virtualization and cloud computing. The interim director replaced 20 laptop computers in a city wide upgrade. The IT is in the process of upgrading software by having G1, G3, and G5 licenses with Microsoft Office 365. This upgrade will provide P2 level security intended for government cloud applications. Security features includes multi-factor authentication that requires two or more pieces of evidence to an authentication mechanism.

**Appraisal**

While the current condition is not the best situation, it provides a short-term relief until the two interns are hired. The interim director has served in this position before when the city was searching for his replacement. There were no major issues with the arrangement. The IT division has upgraded its hardware by replacing obsolete computers in the city, that includes the department. The Microsoft 365 will significantly upgrade its software package to include cloud data storage and its security capabilities. The above processes have met city and department needs.

**Plan**

The interim director will continue to serve in both remote and on-site roles. The city will hire two IT technicians to serve in an on-site role no later than June 30, 2024.

## **References**

IT job description

Microsoft 365 licenses

Hardware inventory

9D.2 Software systems are integrated, and policies are in place addressing data governance, data accuracy and data analysis.

### **Description**

The city maintains multiple software systems that integrates with other systems such as the integration between city law enforcement and the National Crime Information Center software at the Lowndes County Communication Center. The department maintains record management systems that integrate with cloud-based host software. City Policy 6.15: Computer and E-mail Usage and Policy 6.20: Computer Network and Internet Access provide provisions for data governance, data accuracy, and data analysis. Department Policy 501.01: Internet and E-mail Usage and Policy 501.02: Social Media mirrors city policies.

### **Appraisal**

The software systems used in the city and by the department have integrated functionality. City policies have clearly outlined computer usage procedures and what constitutes appropriate usage. Department policies mirror city policies. Both policies have met city and department needs.

### **Plan**

The city and department will continue to follow policies with regards to internet usage for data governance, data accuracy, and data analysis.

### **References**

City Policy 6.15

City Policy 6.20

Department Policy 501.01

Department Policy 501.02

9D.3 A comprehensive technology plan is in place to update, evaluate and procure hardware and software.

### **Description**

The interim IT director maintains a technology plan that includes the upgrade of hardware and software. Purchases follow the Express Products Lists (EPLS) and Cooperative Purchasing Agreements outlined in the MS Department of Information Technology Services Procurement Handbook. The interim director began the implementation of the plan with the replacement of laptop computers and the transition to Microsoft 365 soon.

### **Appraisal**

The interim director has implemented a plan to significantly upgrade both hardware and software to meet city and department needs. All obsolete laptops in the city has been replaced with new laptops that readily support the Microsoft 365 software. The use of Microsoft 365 will represent upgrades and provide a higher level of security. The department's record management system is integrated with the cloud based host software. All upgrades are projected to be completed within three months.

### **Plan**

The interim director will continue to follow the technology plan to replace and upgrade hardware and software used by city departments. The director will follow the guidelines established by the Procurement Handbook.

### **References**

MS Department of Information Technology Services Procurement Handbook, Part

2 Chapter 5: Procurement Process



9D.4 A cybersecurity policy is in place to protect the integrity of the infrastructure, including networks, programs and devices, from unauthorized access that could disrupt essential services.

### **Description**

The interim director maintains a cybersecurity policy that protects the city from unauthorized access of its networks, programs, and devices through system breaches. The interim director is in the process of updating policies that meets Nationwide Cybersecurity Review (NCSR) standards that includes utilizing city equipment, retaining back-up data and files, and disaster recovery.

### **Appraisal**

The current cybersecurity measures have met city and department needs. The transition to Microsoft 365 will represent a significant upgrade to cybersecurity to include P2 and multi-factor authentication protection. City Policy 6.20: Computer Network and Internet Access supports cybersecurity measures. The transition to software upgrades is due within the next three months.

### **Plan**

The interim director will continue to upgrade cybersecurity and cybersecurity policies.

### **References**

City Policy 6.20

## **Category 10: 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 multiunit systems and the increase of interagency agreements between various types of government entities necessitate 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 that 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:**

Columbus Fire and Rescue has developed external relationships with public and private agencies. These relationships are found at the local, regional, state, and federal level. These relationships are based upon mutual development and implementation of agreements which benefits both parties. These collaborative relationships have resulted in improved service delivery which supports the department's mission. Several agreements and programs have proven to be cost effective in terms of both service delivery and department operations. Columbus Fire and Rescue's Strategic Plan has identified the importance of external relationships and encourages finding new partners for the betterment of the community and the department.

**CC 10A.1 The agency develops and maintains external relationships that support its mission, operations, and/or cost-effectiveness.**

**Description**

Columbus Fire and Rescue (CFR) maintains external relationships that includes local, regional, state, and private sector agencies. External support agencies are identified in the department's strategic plan. These relationships are based on in-kind services, mutual aid agreements, and memorandum of understandings. The department maintains agreements with vendors that allows the department to operate both administratively and operationally. These agreements include North Greenville Cardiac and Fitness, Vector Solutions training platform, and Image Trend's Elite and Continuum record management system and analysis. These relationships enable the department to meet its mission and emergency operations through direct or indirect emergency incident support, training opportunities, and specialized resources.

**Appraisal**

These relationships have adequately supported department needs in terms of meeting its mission and core values. Support agencies have provided a measure of cost effectiveness that has allowed the department to reallocate funding to other services and programs. The use of full scale multi-agency exercises has been effective in the review or development of protocols, department standard operating guides, or testing communication interoperability. The collaboration with the Golden Triangle Regional Hazardous Materials team allows the department to purchase equipment from a shared account that otherwise would have been financially restrictive. The department has adopted the Lowndes County's comprehensive emergency management plan, hazard mitigation plan, and the continuity of operations plan that provides emergency and contingency planning. Private vendor relationships has allowed the department to store incident information into a reliable records management system, create an electronic training platform that documents individual training that is compliant with the MS Rating Bureau, and confirm that personnel are healthy and fit for duty.

**Plan**

The department will continue to maintain current relationships as well as developing new partnerships through mutual aid agreements, memorandum of understandings, or in-kind services.

**References**

Strategic Plan, page 11

Mutual aid agreements

Lowndes County CEMP, HMP, COOP

North Greenville Cardiac and Fitness

Vector Solutions Training Platform

Image Trend's Continuum analysis software

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations or cost-effectiveness.

### **Description**

Columbus Fire and Rescue's strategic plan identifies external support agencies. These agencies are integral to the development of the Strengths Weakness Opportunities and Threat (SWOT) and environmental scanning analysis. These analyses identify areas of strengths but also areas of concern, service gaps, or factors that will influence the delivery of future services and programs.

### **Appraisal**

The strategic plan has been effective at identifying external resources that support department operations. The plan identified 30+ external agencies that may interact with the department on any given incident. The SWOT has been extremely effective in identifying weaknesses and threats provided by the external support groups.

Environmental scanning has identifying factors that has the potential to influence services and programs such as changes in the governing body, changes in department leadership, and funding allocations.

### **Plan**

The department will continue to use external support agencies in the development of the strategic plan relative to the SWOT and environmental scanning analysis.

### **References**

Strategic Plan, pages 11 - 15

External agency surveys

External Agency Roster (from LEPC meeting)

10A.3 The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.

### **Description**

The department identifies functional relationships with city and jurisdictional agencies. The inclusion of external support agencies is utilized in the development of the strategic plan that included a SWOT and environment scanning analysis. These analyses identify service gaps and other factors that influence service demands. Internally, the department is dependent on city administration and other city agencies. The department works closely with the Lowndes County EMA for emergency and contingency plans. Each of these relationships is used to develop organizational goals and objectives.

### **Appraisal**

The above processes has adequately allowed the department to identify service gaps and other areas for improvement. The department centered several goals and objectives around these factors. For example, the department has struggled with the recruitment and retention of personnel. The department has lost 64 employees since 2017. To be successful this issue involved the human resource director and civil service commission. The department was named the lead agency in overland search and rescue incidents in 2018 because of department capabilities/resources that support agencies did not possess. The department is reliant on the Golden Triangle Regional Hazardous Materials team to provide technician level responses due to the department downgrading its program to an operations level.

### **Plan**

The department will continue to maintain relationships with external support agencies. The department will continue to incorporate service gaps into organization goals and objectives into the strategic plan.

### **References**

Strategic plan, page 11, 17 – 26

Mutual aid agreements

Personnel retirement and resignation spreadsheet

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

**Description**

The department maintains several processes to address conflict with support agencies. When a problem occurs the department first meets with the agency to find a mutually agreeable resolution. If the issue remains both agencies will meet with the Lowndes County Emergency Management Agency (LC EMA) Director that serves as a mediator.

**Appraisal**

The department has maintained positive relationships with the support agencies. Many of the issues faced have been settled between the department and support agency. The LC EMA Director has successfully mediated issues. For example, the LC EMA Director found an agreeable resolution between the department and MS Department of Environmental Quality over the use of reimbursable hazardous materials supplies. The Lowndes County EMA includes an amendment to mutual aid agreements and memorandums of understanding to protect all agencies.

**Plan**

The LC EMA Director will continue to serve as a mediator between all agencies. The LC EMA Director will ensure all mutual aid agreements and memorandums of understanding has provisions for conflict resolution.

**References**

Lowndes County conflict resolution policy.



**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:**

Columbus Fire and Rescue maintains agreements that support department operations. These agreements include emergency service automatic and requested mutual aid, support for the department's record management system and analysis software, and physical fitness assessments. The Fire Chief is responsible for the maintenance and review of all department agreements. A process is in place where agreements are subject to review by the City Attorney and requires the approval by the governing body prior to implementation. The department's command staff aids the Fire Chief in review and

**CC 10B.1 External agency agreements are reviewed every three years and revised as necessary to meet objectives.**

**Description**

The department maintains four mutual aid agreements and memorandum of understanding with jurisdictional and state agencies. The LC EMA Director maintains these agreements. Each agreement is reviewed on an annual basis unless otherwise noted.

**Appraisal**

The review and update periods of the agreements have met department needs. The state mutual aid compact (SMAC) is updated by the state. The Lowndes County volunteer fire department agreement is on an annual cycle. The agreement with the Columbus Air Forces is reviewed every two years. The Golden Triangle Regional Hazardous Materials team agreement explicitly states that the arrangement remains indefinite until one of the parties involved opts for termination. Each of these agreements supports the department in achieving organizational goals and objectives.

**Plan**

The fire chief working with the LC EMA is responsible for ensuring these agreements are reviewed and updated on the date cycles established. The department will continue to work with the LC EMA on agreement upkeep.

**References**

SMAC

Lowndes County Volunteer Fire Department agreement

CAFB Agreement

Golden Triangle Regional Hazardous Materials agreement

10B.2 The agency has a process to manage, review and, if needed, revise agreements.

**Description**

The fire chief reviews the mutual aid agreements, memorandums of understanding, and private vendor service agreements on the pre-determined cycle. The fire chief is aided by command staff personnel in identifying department commitments. All private sector service agreements are reviewed by the city attorney to ensure each meets applicable laws. These agreements are subject to approval by the governing body. All agreements are maintained in a file kept by the Administrative Assistant for accessibility and review.

**Appraisal**

The review and management processes currently being used have met department and city requirements. The participation by the command staff has aided in the review process by identifying needed changes in procedures or commitment of resources.

**Plan**

Columbus Fire and Rescue will continue to manage each agreement and assess its effectiveness on a review cycle agreed upon by participating parties.

**References**

Volunteer Fire Department Mutual aid agreements

Columbus Airforce Base agreement

North Greenville Cardiac and Fitness

Vector Solutions Training Platform

Image Trend's Continuum analysis software

10B.3 The agency evaluates external agency performance annually to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

### **Description**

The fire chief and command staff personnel evaluates administrative and operational agreements on an annual basis. Each agreement serves its purpose in meeting organizational goals and objectives. The command staff reviews private vendor agreements for effectiveness in their area of responsibility. The private vendor agreements allows the department to meet its outcome based performance measures identified in the annual program appraisal process.

### **Appraisal**

The agreements in place has adequately met department needs. The operational agreements have supported the department regarding mutual aid assistance in fire suppression and emergency medical services standby when the department is involved in large scale incidents. These agreements have also allowed the department to conduct training with volunteer fire departments such as water shuttle operations.

Administratively, the purpose of these contracts often factor into achieving program outcomes such as the North Greenville physicals relevant to the occupational health and wellness program or Vector Solutions providing a platform to document training and identifying gaps in training or meeting state rating bureau requirements.

### **Plan**

The department will continue to use the agreements above to achieve program outcomes and organizational goals and objectives. The fire chief will monitor the effectiveness of each agreement.

### **References**

Operational agreements (CAFB, Lowndes County VFDs, Hazardous materials)

North Greenville Cardiac and Fitness

Vector Solutions Training Platform

Image Trend's Elite RMS and Continuum analysis software

## **Category 11: Health and Safety**

Keeping employees/members healthy and safe is a major priority for any organization.

Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization and ultimately making the organization more effective and efficient.

### **Criterion 11A: Occupational Health, Safety and Risk Management**

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability.

#### **Summary:**

Columbus Fire and Rescue maintains a comprehensive occupational health and wellness program with the goal of preventing or limiting unsafe workplace practices or conditions. The program consists of 12 components that provides an "umbrella of protection" for department personnel. The programs consist of core components that includes accidents and injuries, infection control, physical assessments, and mental health awareness. Other policies fall into one of the core components. Important program benchmarks has included the implementation of cancer awareness, the clean cab concept, and a reiteration on the reporting of injuries and exposures as precautionary measures to document the event.

11A.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety and risk management programs.

### **Description**

Columbus Fire and Rescue maintains an occupational health and wellness program. The chief of training is assigned as the occupational health and wellness coordinator by virtue of his position as the department's safety officer. Department Policy: Organizational Chart reflects the organizational structure of the department while Department Policy 102.02: Job Descriptions reflect the duties and responsibilities of the chief of training. Department Policy 109.01: Occupational Health, Safety, and Wellness program identifies program manager and components of the program.

### **Appraisal**

The occupational health and wellness program has satisfactorily met department expectations. The chief of training has been successful in combining all ten components into a single cohesive program dedicated to reducing workplace injuries and accidents.

### **Plan**

The chief of training will continue to maintain an occupational health and wellness program. The chief of training will evaluate the program through annual program appraisals.

### **References**

Department Policy 102.01

Department Policy 102.02

Department Policy 109.01

11A.2 The agency has policies and procedures for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

### **Description**

City Policy 6.30: Municipal Employees' Safety Program outlines city and employees' responsibilities regarding the safety program. The department maintains standard operating guidelines to address the reporting, evaluating, and documentation of the program. Department personnel report any unsafe conditions or work practices through department memos or letters forwarded to the chief of training. The city liability insurance carrier conducts annual safety audits identifying unsafe workplace hazards. The department appoints an incident safety officer as a dedicated position to meet critical tasking requirements determined by risk classifications and risk categories. Critical tasking requirements is identified in the community risk assessment and standards of cover (CRA-SOC).

### **Appraisal**

The standard operating guidelines, personnel reporting, and annual safety audits have adequately met department needs. The primary identification of hazards and unsafe/unhealthy conditions were noted during city insurance liability inspections and fire incident critiques reflecting unsafe operations. Annual appraisals have documented the number of injuries each year and the causes of each injury.

### **Plan**

The department will continue with the processes in place. The chief of training will continue to provide safety reports to line personnel during annual state of the department addresses.

### **References**

City Policy 6.30, page 75

CRA-SOC, pages 84 – 90

Annual program appraisal

State of the Department PowerPoint presentation



11A.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

### **Description**

The chief of training implemented a comprehensive occupational health and wellness program in 2019 by combining the previous five components with seven new components based on national standards and peer recognized practices that included cancer awareness, clean cab concept, fire incident critiques, etc. The current program met Recommendation 7F.5 of the department's last accreditation site visit that stated, "the department formalize the structure and documentation of the occupational health, safety, and risk management program of the department to include current components as well as evaluate and plan for future components needs." The department maintains a comprehensive occupational health and wellness program that is comprised of 12 components. Program components includes personal injury, vehicle accidents, workman compensation, cancer awareness, clean cab concept, exposures, physical examinations, Personnel Protective Equipment Inspections, fire critiques, and close calls reporting. The city's liability insurance carrier performs annual safety audits to identify unsafe work conditions in city owned buildings.

### **Appraisal**

The department has combined additional components to establish a comprehensive program to address the risks and hazards faced as outlined in Recommendation 7F.5 (10 Ed. model). The department began analyzing data related the type of injuries, workman compensation dispositions, locations of injuries, and personnel exposures. More assessments are needed to identify potential trends. The city's safety audit has been effective in identifying unsafe conditions. The department has improved on the number of unreported injuries requiring workman compensation reporting. The department has required personnel to complete workman compensation forms as a precautionary measure to have documentation of the injury if needed. The chief of training provides an overview of the occupational health and wellness program during the department's annual "state of the department" presentation. The occupational health and wellness program has met department needs.

**Plan**

The department will continue to evaluate the occupational health and wellness program.

The department will evaluate the needs for more components to further reduce unsafe acts or workforce hazards.

**References**

Annual appraisal

State of the department presentation

Recommendation 7F.5, page 7

City safety audit

11A.4 The agency has established and communicated procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.

### **Description**

The department provides protocols and instruction on the transmission of bloodborne pathogens and other potentially infectious materials (OPIM). Personnel receive instruction on bloodborne pathogens and OPIMs as part of the National Registry Emergency Medical Technicians (NREMT) curriculum and annual department training. Department Policy 109.02: Infectious Control Program provides guidelines in training, vaccinations, on scene procedures, decontamination, disposal of medical waste, exposure reporting, etc. Personnel receive training on harmful chemical exposures through the MS State Fire Academy's Hazardous Materials Awareness and Operations training.

### **Appraisal**

The processes in place to address the prevention of bloodborne pathogens and OPIMs has satisfactorily meet department needs. The NREMT curriculum clearly outlines procedures and protocols to prevent the transmission of infectious materials. The department has provided bloodborne and OPIM training on an annual basis to meet mandated training and continuing educational units for NREMT recertification. The department mandated personnel to complete personal exposure forms when providing patient care to individuals that tested positive for COVID symptoms as a precautionary measure for documentation.

### **Plan**

The department will continue with the processes in place to prevent the exposure of bloodborne pathogens and OPIMs to personnel. The chief of training will evaluate current practices and determine the need for additional processes to meet national standards and peer recognized practices.

### **References**

Department Policy 109.02

Bloodborne Pathogen presentation

**CC 11A.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, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.**

### **Description**

The department provides an occupational health and wellness program that incorporates safe work practices. The Firefighter Orientation program provides initial work safe practices on the use of personal protective equipment (PPE) as outlined by Department Policy 109.06: Cancer Awareness. Department Policy 109.09: Accident Policy – Vehicles and Department Policy 109.10: Accident Policy – Personal Injury have included procedures to report and document accident occurrences. Personnel receive instruction on exposure to bloodborne pathogen and OPIMs as part of the NREMT curriculum and annual department training. Personnel receive specific safety training based on rank/position as part of the NFPA certification courses taught at the MS State Fire Academy. These certifications include driver/operators, company officers, incident safety officer, etc. The department provides training when new equipment or apparatus is purchased that includes safety features and safe operations.

### **Appraisal**

The department has maintained processes and practices that prevents or limits unsafe work practices or work conditions. New employees begin their probationary period receiving basic safety instruction to include the use of PPE and department policies addressing workplace safety. Personnel have received specific safety training based upon their rank/position through NFPA certifications. The department has provided training on new equipment to include self-contained breathing apparatus and battery powered extrication tools. Personnel have received training in new apparatus operations before being placed into service. The safety audits conducted by the liability insurance carrier have been effective in identifying unsafe conditions or work practices. The above practices have met department needs.

**Plan**

The department will continue with the processes listed above. The department will continue to evaluate other processes that will increase safe work conditions or behaviors.

**References**

Department Policy 109.09

Department Policy 109.10

Department Policy 109.06

Bloodborne pathogen power point

Master Training Matrix

11A.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, could have resulted in a fatality, injury, or property damage.

### **Description**

The department uses near miss reporting and other presentations to increase situational awareness of personnel. Department Policy 109.13: Near Miss Reporting outlines chief of training and line personnel responsibilities relevant to near miss reporting. The department provides safety related articles to recount actual events and the lessons learned. The department implemented fire critiques to include a “report card” element that examines scene safety and provides situational awareness through the lessons learned from the incident.

### **Appraisal**

The processes used above met department needs. The department provided safety articles for engine company training. Engine companies were encouraged to review safety articles during in station training. The fire critique report card was extremely effective in identifying conditions or behaviors that compromised scene safety. However, the critiques were suspended in 2022 due to resistance by several command staff members regarding the report card element. It was noted that the department has not made effective use of near miss reporting to increase situational awareness.

### **Plan**

The department will continue to use articles and their lessons learned to increase situational awareness. The command staff will revisit the use of the report card element during fire critiques. The department will feature near miss reporting as a main component into the occupational health and wellness program.

### **References**

Department Policy 109.13  
Safety articles  
Safety notices  
Fire Critique report card

11A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause. The agency's information management system supports this process.

### **Description**

City Policy 6.35: Accident Form and City Policy 6.40: Guidelines for Vehicular Accidents outlines procedures to be taken in vehicular accidents. Department Policy 109.09: Accident Policy – Vehicles and Department Policy 109.10: Accident Policy – Personnel Injury are the main policies governing vehicle accidents and personal injuries. Personnel are subject to urinalysis testing when driving the vehicle involved in an accident. The city maintains a vehicle accident review board to determine cause of the accident and assign culpability. Personal injuries are an automatic trigger to complete workman compensations forms, even as a precautionary measure for documentation purposes. Annual program appraisals document the number of vehicle accidents, the types and causes of personal injuries, and workman compensation claims that were reported.

### **Appraisal**

City and department policies has clearly outlined the procedures to be followed for vehicle accidents and personal injuries. The fire chief forwards completed vehicle accident documentation to the chief operations officer and human resource director. Once reviewed, a vehicle accident review board is convened to determine cause and culpability. The chief of training has ensured injuries are properly documented and forwarded to the human resource director. Annual program appraisals have documented occupational health and wellness trends with regards to vehicle accidents, injury types and causes, workman compensation claims, etc. All the above processes have satisfactorily met department needs.

### **Plan**

The department will continue to follow city policies in vehicle accident and personal injury. The fire chief will continue to document and review vehicle accidents. The chief of training will continue to ensure workman compensation form are properly documented.

**References**

City Policy 6.35, page 75 - 76

City Policy 6.40, page 75 - 80

Department Policy 109.09

Department Policy 109.10

Vehicle Accident form



11A.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 department maintains risk management practices through the CRA-SOC and department policies. The CRA-SOC provides a dedicated incident safety officer and accountability officer as part of critical tasking requirements. Department Policy 201.01: Incident Command and Department Policy 201.02: Personnel Accountability establishes the positions of incident safety officer and an accountability officer as a dedicated position during emergency incidents. If these positions are not staffed, the incident commander assumes the responsibility of those positions.

### **Appraisal**

The CRA-SOC has identified the roles of incident safety officer and accountability officer as part of critical tasking requirements. Department policies support the CRA-SOC with the assignment of a dedicated incident safety officer and accountability officer position during emergency incidents. The assignment of these positions have allowed the incident commander to focus on mitigating the incident. The CRA-SOC and department policy has been effective in limiting unsafe conditions and practices during emergency operations. The fire critique report card was extremely effective at identifying unsafe work conditions or personnel behaviors. However, the fire critique report card was suspended in 2022 due to pushback for several command staff members.

### **Plan**

The department will continue with the processes listed above to maintain scene safety in emergency events. The command staff will review to re-implement the fire critique report card as a measure to document unsafe work conditions and practices.

### **References**

CRA-SOC, pages 83 – 90

Department Policy 201.01

Department Policy 201.02

11A.9 The agency has adopted a comprehensive program to address direct- and cross-contamination of clothing, personal protective equipment, other equipment, apparatus and fixed facilities.

### **Description**

Department Policy 109.02: Infectious Control Program and Department Policy 109.06: Cancer Awareness Initiative provide procedures to address direct and cross-contamination to personnel clothing, PPE, equipment, and apparatus. The department incorporates the clean cab concept into its cancer awareness initiative. Personnel decontaminates PPE, equipment, and apparatus while on scene. Additional decontamination may be required at the station. Personnel are required to launder turnouts before their next shift using the washer extractor located at Station 1. Personnel use washing machines at the stations to wash personal clothing to prevent cross-contamination with their family.

The infectious control guideline has provided direction in the wearing of protective or body substance isolation PPE during EMS incidents. Personnel place contaminated wastes (e.g. medical gloves, masks, etc.) into the ambulance or red colored bio-hazard bags. Once at the station, the red bio-hazard bag is placed into properly marked storage containers. Personnel are required to wash their hands as soon as possible with soap and water or waterless anti-bacterial hand cleaner.

### **Appraisal**

Department policy clearly outlines the procedures to be taken to prevent or limit direct and cross-contamination. The laundering of turnout gear has ensured personnel have clean turnouts for their next shift. Personal cleaning at the station has been effective in preventing direct or cross-contamination inside the station. Personnel have been advised to wash clothing at the station to prevent contamination of their home. These practices have been effective and met department needs.

### **Plan**

The department will maintain processes to limit or prevent direct or cross-contamination of personnel and equipment. The chief of training will continue to monitor current practices to ensure compliance or the need for additional safety measures.

**References**

Department Policy 109.02

Department Policy 109.06

IAFF Clean cab concept

11A.10 The agency collects and maintains exposure records in accordance with local laws, regulations and/or current research.

**Description**

Department Policy 109.02: Infectious Control Program outlines the procedures to be taken by personnel for known or suspected exposures to bloodborne pathogens, PIMs, or chemicals. The chief of training will make a determination whether further action is required such as additional medical testing at the hospital or initiating exposure protocols. Personnel complete an exposure form with a copy placed in their personnel file. Personnel also complete workman compensation forms as a precautionary measure based on the extent of the exposure.

**Appraisal**

Department Policy 109.02 has sufficiently met department needs. The department had adopted a COVID response protocol of having units standby for ambulance assistance as needed to prevent patient exposures. Most exposure forms were completed due to sporadic COVID positive patients up to and well past a year after the initial surge of COVID cases. Exposure forms were completed as a precautionary measure.

**Plan**

The department will continue to follow the policies in place. The chief of training will ensure that exposure forms are completed when meeting exposure criteria.

**References**

Department Policy 109.02  
Completed exposure Form

11A.11 The agency has established procedures to ensure effective and qualified deployment of an Incident Safety Officer to all risk events.

### **Description**

Department Policy 201.01: Incident Command and Department Policy 201.02: Personnel Accountability establishes the positions of incident safety officer as a dedicated position during emergency incidents. The CRA-SOC establishes the need for an incident safety officer based on critical tasking requirements of risk classifications and risk categories. The use of an incident safety officer allows the incident commander to focus on mitigation of the incident. If an incident safety officer is not assigned, the incident commander retains the responsibilities of the position.

### **Appraisal**

The department has established the role of the incident safety officer as a dedicated position during emergency incidents. The CFRA-SOC identified which risk classification and risk categories required an incident safety officer. It was noted that on occasions the incident commander has retained the incident safety officer role even though critical tasking was adequate to assign the position. The processes in place has satisfactorily met department needs.

### **Plan**

The department will continue with the processes in place. The chief of training will meet with the battalion chief when an incident safety officer is not assigned as indicated by critical tasking.

### **References**

CRA-SOC, pages 83 – 90  
Department Policy 201.01  
Department Policy 201.02

11A.12 The agency establishes and consistently follows procedures for maintaining accountability of all personnel operating at all risk events.

### **Description**

Department Policy 201.01: Incident Command and Department Policy 201.02: Personnel Accountability System provides for the position of an accountability officer. The accountability officer is tasked with maintaining an accountability board, initiating personnel accountability reports (PARs), and to work closely with incident command to ensure the integrity of the accountability board. The accountability board provides a methodology to place personnel on the board according to their assignments. The accountability officer performs a PAR check based on the accountability board.

### **Appraisal**

The role of the accountability officer has adequately met department needs. Personnel have been trained in its use and how to properly call a PAR report. Several issues were identified when writing this indicator. It was noted during previous incidents that the accountability officer needs to be close to the incident commander due to the many changes in assignment of personnel. It was noted that the assignment of the accountability officer has not been consistent resulting in PARs not being performed and personnel in the wrong assignment. The department has had several close calls due to the conditions above. It was also noted that the accountability officer is not part of the critical tasking tables outlined in the CRA-SOC.

### **Plan**

The department will continue with the current processes of assigning an accountability officer for emergency incidents. The command staff will review the inconsistency of assigning an accountability officer to emergency incidents. The department will incorporate the accountability officer into the critical tasking tables of the CRA-SOC.

### **References**

CRA-SOC, pages 80 - 90  
Department Policy 201.01  
Department Policy 201.02

**Criterion 11B: Wellness/Fitness Programs**

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

**Summary:**

Columbus Fire and Rescue's Occupational Health and Wellness programs include physical fitness and mental health components. The department received an Assistance to Firefighter Grant for fitness equipment. This grant provided equipment to be placed at Station 4 and Station 2. Station 4 was constructed with an environmentally controlled exercise room that allows personnel to exercise 24/7. Personnel have included cross-fit exercises in their basic workout. The department has allowed family members to participate in fitness training provided the employee is present.

The department has made a committed effort to introduce mental health awareness to personnel. The program identified counseling and mental care through the Employee Assistant Program (EAP) and the Critical Incident Stress Management (CISM) programs. Employees have used both EAP and CISM assistance for their well-being.

## **Performance Indicators:**

**CC 11B.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.**

### **Description**

The department provides an annual physical and medical assessment to remain compliant with Department Policy 109.07: Annual Physical and Medical Examinations. The department conducts a pre-hire physical examination to meet city requirements and requirements by the MS State Fire Academy for enrollment in the basic firefighter curriculum. Annual physicals are conducted by a third party vendor that is compliant with National Fire Protection Association (NFPA) 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments. The physical includes a blood chemical and lipid profile, pulmonary function, QuantiFERON® TB test, 12 lead EKG stress assessment, prostate-specific antigen test, and a hands-on physical performed by a physician. The department added hepatitis and heavy metal screenings to be conducted once every 5 years. The department requires a physician rehabilitative/return to duty form for personnel that have missed more than 3 shifts due to injuries.

### **Appraisal**

The pre-hire and annual physicals have effectively met department needs. Both physicals are comprehensive and has identified potential health issues. Personnel that have been identified as having a medical issue that could potentially cause harm during high stress or high physical activity are required to provide a release from a physician within 30 days of the physical.

### **Plan**

The department will continue to provide pre-hire and annual physicals for all personnel.

### **References**

North Greenville Fitness and Cardiac Rehabilitation Clinic quote

MS State Fire Academy application packet



11B.2 The agency provides personnel with access to fitness facilities and equipment.

### **Description**

The department maintains fitness equipment at three stations. The department received an Assistance to Firefighters Grant (AFG) in the amount of \$105,913 for the purchase of free weights, weight press machines, barbells, kettlebells, etc. This grant allowed two stations to be fully equipped. The construction of Station 4 included an environmentally controlled exercise room. Exercise times are provided for in the morning from 7 a.m. to 9 a.m. and after 4 p.m. in the afternoon.

### **Appraisal**

The AFG grant provided an opportunity for the department to significantly upgrade fitness equipment. Station 4 and Station 2 were selected for the placement of the equipment. The exercise room at Station 4 has provided a location for personnel to exercise yearlong due to the environmentally controlled room. The equipment at Station 2 has been placed in the engine bay. Other stations have been proactive in improvising cross-fit exercises with the equipment on-hand. Although improvements can be made, the exercise equipment provided by the grant has satisfactorily met department needs. It was noted that Department Policy 109.08: Physical Fitness has not been completed and is still pending.

### **Plan**

The department will maintain present equipment at Station 4 and Station 2. The department will evaluate the need for further equipment depending on adequate funding. The department will complete and implement the policy by June 30, 2024.

### **References**

AFG grant letter

11B.3 The agency makes available wellness/fitness training to all employees/members.

### **Description**

The department maintains wellness and fitness training for all employees through its occupational health and wellness program. The department received an AFG grant for fitness equipment that was placed at Station 4 and Station 2. The department provides two exercise periods for employees to conduct fitness training. The exercise room at Station 4 is keycard protected and allows employees to exercise 24/7. The department allows family members to use the facilities provided the employee is present.

### **Appraisal**

The facilities and equipment has allowed fitness training to be conducted during two time periods. The placement of equipment at Station 4 and Station 2 has allowed personnel from other stations to use its fitness equipment. Personnel have proactively incorporated cross-fit training as part of their regular fitness training. Current fitness training has sufficiently met department needs. Department Policy 109.08: Physical Fitness has not been implemented.

### **Plan**

The department will provide wellness and fitness training for all employees and employee family members. The department will implement Department Policy 109.08 no later than June 30, 2024.

### **References**

AFG fitness equipment grant

11B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.

### **Description**

Department Policy 109.04: Employee Assistance Program (EAP) provides a list of available resources in time of personal need. The EAP provides personal assistance that include mental health consultation, drug and alcohol addiction, employee financial counseling, etc. Department Policy 109.05: Critical Incident Stress Management (CISM) is provided to employees that are involved in traumatic events to include serious injury or death of a fellow firefighter, mass casualties, incidents involving children, etc. These events may eventually result in short term stress related symptoms or long term detrimental symptoms reflective of post-traumatic stress disorder.

### **Appraisal**

Department policies have been effective in providing assistance and mental health care to personnel. The EAP has provided assistance to employees in the form of mental health consultations, addition, financial counseling, etc. A CISM team has been formed from regional assets for requests of assistance. The department has experienced several traumatic incidents that required the CISM team to provide grief counseling to those involved in the incident. Those intervening sessions provided comfort and coping mechanisms for those affected.

### **Plan**

The department will continue to provide employee assistance when requested by personnel. The department will maintain a relationship with the CISM team to provide grief counseling to those employees affected.

### **References**

Department Policy 109.04

Department Policy 109.05

11B.5 The agency provides for cancer and behavioral health screenings and a cardiac assessment.

### **Description**

The department provides annual health screenings as a component of its occupational health and wellness program. Department Policy 109.07: Annual Physical and Medical Examinations provides a summary of physical examination elements that will be evaluated. The physical examination includes a 12 lead EKG stress cardiac assessment and a general behavioral health screening by a physician. The physical assessments also includes a 25-panel blood work that includes a lipid profile identifying risk factors to cardiac wellness. Factors include LDL cholesterol, triglycerides, and total blood cholesterol. Department Policy 109.06: Cancer Awareness Initiative outline procedures and processes to be followed to limit personnel from the exposure of cancer causing carcinogens.

### **Appraisal**

The annual physical examinations provided by North Greenville Fitness and Cardiac Rehabilitation Clinic has adequately met department needs. The 12 lead EKG coupled with the pulmonary function has provided an overall view of cardiac fitness. The lipid profiles have readily identified cardiac risk factors. Employees are required to obtain a physician rehabilitative/return to duty form within 30 days for any results that were outside the parameter results of the test. The cancer awareness policy has been effective in limiting personnel to cancer causing carcinogens through a series of protocols and procedures. The cancer awareness initiative also included a provision for the clean cab concept recognized by the International Association of Fire Chiefs. It was noted that the physical examinations does not include an assessment of cancer lab markers for colon, pancreatic, kidney, thyroid, liver, breast and rectal cancers. It is recommended that this assessment be conducted over a five year cycle. It is also recommended that cancer marker assessments be included in Policy 109.07.

### **Plan**

The department will continue with the annual physicals provided. The department will incorporate cancer screening in the next physical cycle.

**References**

Department Policy 109.06

Department Policy 109.06

North Greenville Fitness quote

**CC 11B.6 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 department conducts a formal and documented annual program appraisal. The annual appraisal documents inputs, outputs, outcome-based objectives, and a summary conclusion with the goal of identifying service gaps or setting new outcome objectives. Outcome performance measures include PPE inspections, reviews of vehicle accidents, and a review and disposition of injuries. Annual appraisals are provided to the mayor and chief operations officer to inform the governing body of department efficiency and effectiveness. Annual appraisals are used to support funding requests during the budget process.

**Appraisal**

Annual program appraisals have sufficiently met department needs. The appraisals have readily identified program outputs and outcomes. Outcomes are adjusted based on goal objectives being met. The appraisals have been provided to the mayor and chief executive officer. The fire chief has used appraisals to support program funding allocations.

**Plan**

The department will continue to provide annual program appraisals. The department will continue to evaluate outcome measures to improve the delivery of programs and services to the community.

**References**

Annual program appraisal

# COLUMBUS FIRE AND RESCUE



## 2022 Strategic Plan



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## INTRODUCTION

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Private sector corporations understood long before public safety agencies that success could not be sustained due to internal or outside influences without having a blueprint for future operations. Fire departments slowly came to the inevitable conclusion that, like our private counterparts, strategic planning was critical in providing a road map to successfully navigate future change.

Columbus Fire and Rescue (CFR) provides fire suppression, emergency medical services (EMS), technical rescue, hazardous materials, fire prevention, public education, and fire investigation programs to the community. CFR strives to achieve the highest quality of services possible. To meet this end, CFR has embraced the continuous improvement model supported by the Commission of Fire Accreditation International (CFAI). The strategic planning process and subsequent strategic plan provides a pathway for organizational excellence by focusing on critical issues and service gaps identified by community stakeholders and department personnel.

The strategic plan is consistent with the community-driven methodology supported by the Center for Public Safety Excellence's *Quality Improvement for the Fire and Emergency Services* and industry best practices and recommendations.

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## COMMUNITY OVERVIEW

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The City of Columbus was formally incorporated on March 8, 1884 under a special charter granted by the state. Columbus is part of Lowndes County in the east central region of Mississippi and serves as the county's municipal seat. The city has a population of 23,273 (U.S. Census estimate July 1, 2022, [V2022]) with a total land area of 25.88 square miles.

Columbus has been able to maintain its rich heritage and warm southern tradition from its humble beginnings. Many historical assets exemplify this heritage such as the annual Pilgrimage Tour featuring the city's pre-Civil War antebellum homes and Friendship Cemetery containing the burial of both Union and Confederate soldiers. The placement of flowers on these graves is recognized as the origin of Memorial Day.

Columbus is home to Mississippi University for Women, the nation's first state supported college for women and home to playwright Tennessee Williams. His original home is located on Main Street and open to visitors year-round. The city is also home to Columbus Air Force Base (CAFB). The city steadfastly supports CAFB and its impact on the city, county, and region. The city also recognizes the Market Street Festival. This annual event is



one of the largest in the state and has been named as a Top 20 Event in the Southeast by the Southeast Tourism Society (2018) for the past 20 years. Market Street typically draws more than 40,000 people over the 2-day event. The cultural diversity of the city is prominently featured in African American events that include Juneteenth and the Seventh Avenue Heritage Festival. Columbus has abundant natural resources that support recreational and sporting events. These resources include the Tennessee-Tombigbee Waterway and Columbus Lake, the Riverwalk, Propst Park, and the Columbus Municipal Soccer Complex.

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## DEPARTMENT OVERVIEW

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From its humble beginning in 1840, Columbus Fire and Rescue is proud of its rich heritage. The department purchased its first steam fire engine, the Luxapalila, in 1872 to replace its hand-pump apparatus to complement the Hercules Hook and Ladder, the Coal Cart, and the Rough and Ready, the city's all-black volunteer contingent. One would be remiss not to mention the historical significance of these groups. Each took considerable pride in their professionalism and desire to arrive on-scene first and be recognized as the city's best. Although highly competitive, these companies united to fight numerous fires that threatened the city. To honor their legacy, the department restored and proudly displays the Luxapalila in a showroom located at Station 1. The Luxapalila is prominently featured in the city's seal and department's uniform patch. Both demonstrations serve as symbols of the altruistic values of members past, present, and future.



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## INFRASTRUCTURE

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Columbus Fire and Rescue provides programs and services using its infrastructures and resources. To this end, infrastructure and resources are interlinked in the context that without one, the system fails. The following provides the resources the department uses to provide services and programs.

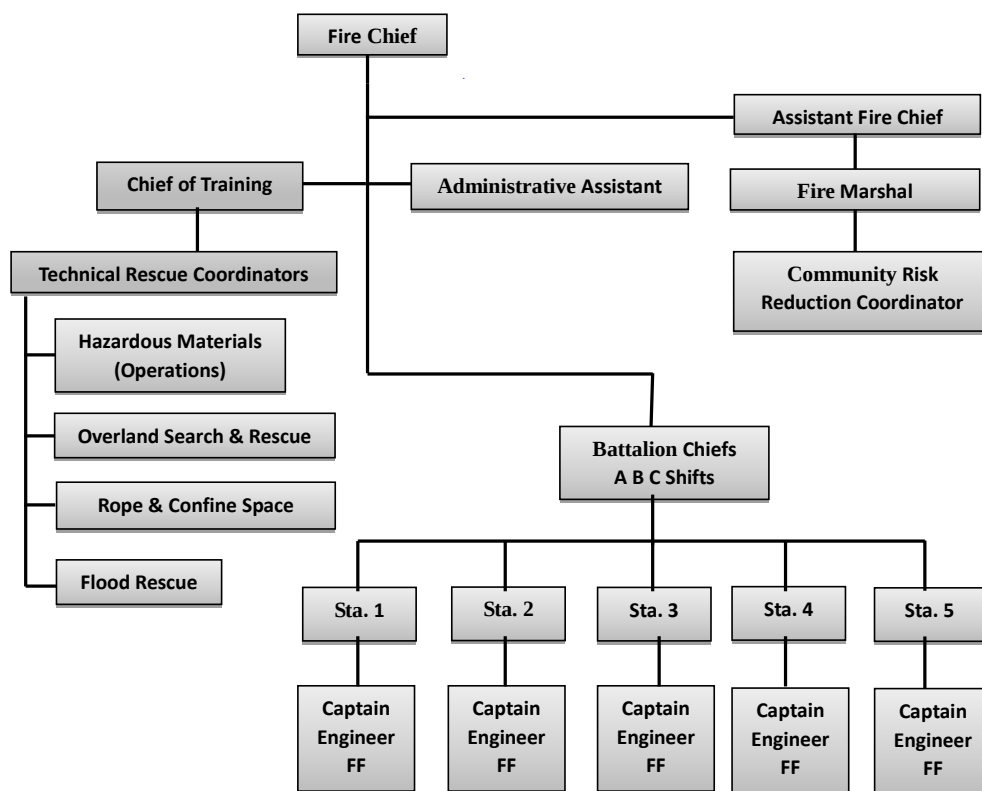
### *Personnel*

CFR has a staffing level of 69 full-time uniformed members and 1 civilian serving in operational and administrative staff positions. CFR is divided into administrative and operational branches. Serving in support roles, the administrative branch is composed of six personnel that includes the fire chief, assistant chief, chief of training, fire marshal, community risk reduction / fire and life

safety educator, and administrative assistant. The fire chief serves as the administrative head responsible for the overall management of the department.

The department's operations division is based on a three-shift rotational system. Personnel work a 24-hour on / 48-hour off work schedule. The operations division is responsible for emergency and non-emergency response as well as other duties and responsibilities that include station, apparatus, and hydrant maintenance, pre-fire planning, business inspections, assisting with public education programs, and participating in training activities. The MS State Fire Rating Bureau requires a minimum staffing level of 19 personnel per shift that includes the battalion chief.

### Columbus Fire and Rescue Organizational Chart



### ***Stations***

The department responds to emergency incidents from five strategically placed stations within its jurisdictional boundaries. Apparatus distribution and concentration performance response times represent no gross deviations from national standards and recognized industry practices. The department also responds to automatic and requested mutual aid in the support of the Lowndes County Volunteer Fire districts.

| CFR Stations |              |                              |         |                         |
|--------------|--------------|------------------------------|---------|-------------------------|
| Station      | Construction | Address                      | Sq. Ft. | Apparatus Assigned      |
| Station 1    | 1981         | 207 7 <sup>th</sup> St. S.   | 9,000   | E21, E30, L19, FD3      |
| Station 2    | 2001         | 1802 MLK Jr. Dr. N.          | 6,700   | E22, Tech Rescue Equip. |
| Station 3    | 2000         | 416 31 <sup>st</sup> Ave. N. | 2,000   | E23, Communication Bus  |
| Station 4    | 2019         | 72 Airline Rd.               | 11,00   | E24, Reserve L 29       |
| Station 5    | 1981         | 729 Lehmberg Rd.             | 3,200   | E25, T31                |

### ***Apparatus***

CFR maintains an apparatus fleet that includes five Class-A engines, one Class-A engine with a 75' elevated master stream, one 105' aerial platform, and one tanker used as an alternative water supply. Each engine carries 1 ¾" and 2 ½" attack hose and 4" supply hose. Apparatus is strategically placed to match apparatus capabilities with specific district hazards as recommended by the MS State Fire Bureau. The department maintains reserve apparatus when frontline apparatus is taken out of service. The department maintains a fleet of vehicles assigned to administrative staff in addition to vehicles used for training, conferences, and other out-of-city travel. This fleet includes six sports utility vehicles and four trucks/cars.

| CFR Apparatus |              |      |                              |       |           |
|---------------|--------------|------|------------------------------|-------|-----------|
| Apparatus     | Manufacturer | Year | Apparatus Type               | GPM   | Tank Cap. |
| E21           | Pierce       | 2012 | Engine                       | 1,250 | 750       |
| E22           | Pierce       | 2007 | Engine                       | 1,250 | 750       |
| E23           | Pierce       | 2013 | Engine                       | 1,500 | 1,000     |
| E24           | E-One        | 2019 | Engine                       | 1,250 | 750       |
| E25           | Rosenbauer   | 2022 | Engine (75' elevated nozzle) | 1,250 | 750       |
| E30           | Pierce       | 1999 | Engine                       | 1,500 | 1,000     |
| L19           | Pierce       | 2015 | Aerial Platform              | 1,500 | 400       |
| T31           | GMC          | 1999 | Tanker                       | 500   | 2,500     |

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## COMMUNITY DRIVEN STRATEGIC PLANNING

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Strategic Planning is defined as a “continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.” Clark Crouch supports this definition when he stated, “Strategic planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future.”

Columbus Fire and Rescue’s strategic plan followed the community-driven methodology by involving not only the department’s internal stakeholders but also those in the community that are affected by our service level.

Community stakeholder input and feedback are a critical part of what programs and services the department provides, expectations of performance, areas of concerns, and areas that meet or exceed customer expectations. It is this input that allows the department to put resources into areas of concern and eliminate services that are neither effective nor efficient.



The strategic plan is meant to be a dynamic document that allows the department flexibility in adopting new goals and objectives during its annual review.

The department followed the principles of the strategic planning cycle that is consistent with the 13 step process supported by the Center for Public Safety Excellence’s *Quality Improvement for the Fire and Emergency Services*. The success of the plan will not be measured strictly by the completion of goals and objectives; but rather from the realization that city leadership, the community, and department personnel are committed to the process. This commitment will enable the department to execute this plan as it strives for continuous organizational excellence.

## COMMUNITY STAKEHOLDERS

Community stakeholders are a critical part of the strategic planning process by identifying what programs and services the department provides, expectations of performance, areas of concerns, and areas that meet or exceed customer expectations. It is this input that allows the department to put resources into areas of concern and eliminate services that are neither effective nor efficient. It is this understanding that consistently allows the department to provide quality programs.

The department maintains relationships with both local, regional, and state agencies in addition to private sector agencies. These relationships are reciprocal in the context of the delivery of our programs to support their agency needs or our dependence on them for additional resources. The department has experienced large scale weather events that required the use of these agencies.

| External Support Resources                                                                                                                                                                                                                  |                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Columbus Departments<br>Mayor and Council<br>Chief Operations Officer<br>Chief Financial Officer<br>Human Resources<br>Columbus Police Department<br>City Garage<br>Building / Inspection<br>Public Works<br>Information Technology | MS State Agencies<br>MS Homeland Security<br>MS Emergency Management Agency<br>MS State Fire Academy<br>MS Rating Bureau / State Fire Marshal<br>MS Regional Response Task Forces<br>MS Department of Health<br>MS State Forestry Commission |
| Lowndes County Emergency Agencies<br>Emergency Management Agency<br>Lowndes County Sheriff's Office<br>E-911<br>Volunteer Fire Departments                                                                                                  | Baptist Memorial Hospital                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                             | Columbus Air Force Base                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                             | Columbus Light & Water                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                             | East Lowndes Water Association                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                             | Atmos Energy                                                                                                                                                                                                                                 |
| American Red Cross                                                                                                                                                                                                                          | Salvation Army                                                                                                                                                                                                                               |
| United Way                                                                                                                                                                                                                                  | Local Media                                                                                                                                                                                                                                  |
| Community Counseling                                                                                                                                                                                                                        |                                                                                                                                                                                                                                              |

The community stakeholder group met with the goal of prioritizing programs and services, identifying expectations of service, noting areas of concern, and positive comments relative to department programs and services. The community stakeholder group represented a broad cross-section of government, industry, health care, and emergency management.

| Community Stakeholder Group |                 |                   |                |
|-----------------------------|-----------------|-------------------|----------------|
| Donnie Sanders              | Dan Allstot     | Taquanda Walker   | Dorian Johnson |
| Kenneth Meades              | Jr. Lancaster   | Thomas Johnson    | Traci Phar     |
| Lisa Tedford                | James Cross     | Shelly Strickland | Mary Simpkins  |
| Kent Sales                  | Archie Williams | Tansley Kagrise   | Jenny Edmonson |

The community stakeholder group prioritized departments programs and services as follows:

| Programs                   | Ranking | Score |
|----------------------------|---------|-------|
| Fire Suppression           | 1       | 176   |
| Emergency Medical Services | 2       | 124   |
| Community Risk Reduction   | 4       | 96    |
| Fire Prevention            | 3       | 92    |
| Hazardous Materials        | 5       | 68    |
| Technical Rescue           | 6       | 56    |

The community stakeholder group also provided feedback on customer expectations, areas for improvement, and positive department remarks. The results of these feedbacks are found in Appendix A.



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## DEPARTMENT STAKEHOLDERS

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CFR personnel were provided a survey where the results were used in the Strength, Weakness, Opportunity and Threat (SWOT) assessment. The strategic planning group represented personnel from all ranks. The committee was tasked with the review of the department's mission, vision, and core values. The SWOT analysis revealed critical issues and service gaps that served as the basis for the organizational goals and objectives.

| CFR Strategic Planning Group          |                                         |                                       |                                           |
|---------------------------------------|-----------------------------------------|---------------------------------------|-------------------------------------------|
| Duane Hughes<br><i>Fire Chief</i>     | Alan Lewis<br><i>Chief of Training</i>  | Michael Walker<br><i>Fire Marshal</i> | JaQuay Sherrod<br><i>Public Education</i> |
| Todd Graham<br><i>Battalion Chief</i> | Robert Kain<br><i>Battalion Chief</i>   | Wes Mims<br><i>Battalion Chief</i>    | Richard McBride<br><i>Captain</i>         |
| Cody Cantrell<br><i>Engineer</i>      | Lukas Borntrager<br><i>Firefighter</i>  | Brandon McKay<br><i>Firefighter</i>   | Dalton Cook<br><i>Firefighter</i>         |
| David Tousley<br><i>Engineer</i>      | James Hays<br><i>Captain</i>            | Corey Haynes<br><i>Engineer</i>       | Victoria Culpepper<br><i>Firefighter</i>  |
| Randall Beatty<br><i>Engineer</i>     | Kaelan Brownstein<br><i>Firefighter</i> | Melvin Junkin<br><i>Captain</i>       | Lance Godfrey<br><i>Captain</i>           |
| William Boyd<br><i>Firefighter</i>    | Bob Dinsmore<br><i>Engineer</i>         | James Avery<br><i>Firefighter</i>     | Tom Parsons III<br><i>Engineer</i>        |
| Marco Rodriguez<br><i>Captain</i>     | Murphy Buckner<br><i>Captain</i>        | Joseph Denton<br><i>Captain</i>       | Jason Pool<br><i>Engineer</i>             |
| Jamie Adams<br><i>Firefighter</i>     | Dale Ballard<br><i>Captain</i>          | Josh Reynolds<br><i>Engineer</i>      | Eric Minga<br><i>Captain</i>              |

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## MISSION, VISION, AND CORE VALUES

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The planning committee assessed the department's mission, vision, and core value statements to determine current relevance or the need for revision. These statements reflect the basic tenets of organizational purpose, the department's role in the future, and the desired conduct and ethics of employees and the department. The committee found that the mission, vision, and core value statements remained relevant.

## Our Vision, Mission, Goals and Core Values



### Columbus Fire and Rescue Mission Statement

*Our mission is to protect life and property due to fire, medical and environmental emergencies within the community through public education, code management, and incident response.*

### Columbus Fire and Rescue Vision Statement

*We, the members of the Columbus Fire and Rescue Department, have a shared commitment to professionalism, team work, quality leadership, mutual respect, integrity, effective communication, and safety as we endeavor to fulfill our mission.*

### **Columbus Fire and Rescue Core Values**

#### **For the Community**

*We recognize that the community is the reason for our purpose.*

*We value the faith and trust of the community, and continually work to deserve that confidence through our attitude, conduct, and accomplishments.*

*Lives are more valuable than property.*

*The safety of the public is of paramount importance.*

*All members of the public are entitled to our best effort.*

#### **For the Department**

*We strive for excellence in everything we do.*

*Honesty, fairness, and integrity will not be compromised.*

*We continually seek effectiveness, efficiency, and economy.*

*Unity and teamwork are stressed as being to our mutual advantage as an individual and as an organization.*

*Members are continually encouraged to improve themselves as individuals and employees.*

*The free exchange of ideas is encouraged.*

*We will always provide professional and courteous service.*

*We are sensitive to change based on community expectations.*

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## **PROGRAMS & SERVICES**

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The planning committee identified core programs and services that are based on community stakeholder expectations and needs. The department suspended the dive rescue and swift water programs and downgraded the hazardous materials technician level to operations level due to inadequate funding.

| <b>Core Programs and Services</b>      |                                             |
|----------------------------------------|---------------------------------------------|
| Fire Suppression                       | Emergency Medical Services (EMS)            |
| Hazardous Materials (Operations level) | Fire Prevention and Code Enforcement        |
| Fire Investigation                     | Community Risk Reduction / Public Education |
| Auto Extrication                       | High Angle / Confined Space Rescue          |
| Overland Search and Rescue             | Flood Rescue                                |

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## SWOT ANALYSIS

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All personnel were given the opportunity to provide input regarding the S.W.O.T assessment and environmental scanning processes. An electronic survey was used to ensure confidentiality. The importance of the environmental scan is the identification and need for continuous monitoring of issues that have the potential to adversely impact department programs and services outside of the S.W.O.T analysis.

Organizations have traditionally used the S.W.O.T model to identify factors that affect department operations and services. The S.W.O.T analysis is based upon joint community and internal stakeholder input and feedback. The S.W.O.T. analysis is most often used to align an organization's resources and capabilities to the environment in which it operates. This analysis separates internal factors (strengths and weaknesses) from external factors (opportunities and threats). Strengths and opportunities are seen as being beneficial to the organization while weaknesses and threats are seen as inhibiting success.

The department had 44 personnel that participated in the survey. Many of the comments were repetitive and were consolidated into the table.



| Internal Survey Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Strengths</u></b> <ul style="list-style-type: none"> <li>• Personnel</li> <li>• City benefits</li> <li>• Teamwork</li> <li>• Room for advancement</li> <li>• Education opportunities</li> <li>• Positive community support</li> <li>• Professionalism</li> <li>• Company officers training new personnel</li> <li>• Transparency</li> <li>• Flexible schedule</li> <li>• Experience personnel</li> <li>• Comradery</li> <li>• Department leadership</li> <li>• Dependable career</li> </ul> | <b><u>Weaknesses</u></b> <ul style="list-style-type: none"> <li>• Communication between shifts and command staff</li> <li>• Youth of the department</li> <li>• Certification of personnel</li> <li>• Budget / funding</li> <li>• Turnover of personnel (retention)</li> <li>• Pending retirements next 5 years</li> <li>• Complacent leadership</li> <li>• Training</li> <li>• Equipment maintenance</li> <li>• Updated SOGs</li> <li>• Inconsistency in applying SOGs</li> <li>• Issues with apparatus repair</li> <li>• Friction between shifts</li> <li>• Complacency</li> <li>• Lack of outside training opportunities</li> <li>• Negativity</li> </ul> |

| <u>Opportunities</u>                                                                                                                                                                                                                                                                                                                                                                                                                                 | <u>Threats</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Development of new personnel</li> <li>• Change in leadership</li> <li>• More equitable promotional process</li> <li>• Partnership with outside agencies</li> <li>• Improve relationships with industries</li> <li>• Partnership with emergency agencies</li> <li>• Department marketing</li> <li>• Grants</li> <li>• Dedicated training facility</li> <li>• Annexation</li> <li>• City elections</li> </ul> | <ul style="list-style-type: none"> <li>• Loss of experienced personnel</li> <li>• Lack of adequate funding</li> <li>• Lack of interest in promotions</li> <li>• Understaffed</li> <li>• Lack of diversity</li> <li>• Competition with industry</li> <li>• Adversarial city council</li> <li>• Issues with apparatus repair</li> <li>• City elections</li> <li>• Information Technology support</li> <li>• Annexation</li> <li>• Loss of technical rescue disciplines</li> <li>• No dedicated training facility</li> <li>• Admittance to the MS State Fire Academy</li> <li>• Hiring command staff from outside</li> <li>• Aging infrastructure</li> </ul> |

## GAPS

The department was able to identify critical issues and service gaps based on the results of the SWOT analysis, environmental scanning, and external and internal feedback. Critical issues and service gaps formed the basis for the department's strategic initiatives which in turn lead to the development of goals and objectives. Not all issues were included in the goals and objectives due to their lower priority and the ability of personnel over that specific service to complete as part of their normal daily responsibilities.

| Critical Issues                                                                                                                       |                                                                                                                                                                           |                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Personnel</b>                                                                                                                      | <b>Training</b>                                                                                                                                                           | <b>Organizational Culture</b>                                                                                |
| <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Hiring</li> <li>• Retention</li> <li>• Promotional Process</li> </ul> | <ul style="list-style-type: none"> <li>• NFPA1001 certification</li> <li>• Professional development and career advancement</li> <li>• Lack of outside training</li> </ul> | <ul style="list-style-type: none"> <li>• Communication</li> <li>• Friction</li> <li>• Complacency</li> </ul> |

|                                                                                                                                                             |                                                                                                                             |                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Budget/Funding</b> <ul style="list-style-type: none"> <li>• General funding</li> <li>• Alternative funding sources</li> <li>• Competitive pay</li> </ul> | <b>Infrastructure</b> <ul style="list-style-type: none"> <li>• Aging infrastructure</li> <li>• Training facility</li> </ul> | <b>Community Relations</b> <ul style="list-style-type: none"> <li>• Program awareness</li> <li>• Additional programs</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|

| Service Gaps                                                                                                                                          |                                                                                                                                                                                                   |                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Response times above national standards</b> <ul style="list-style-type: none"> <li>• E-911 call processing</li> <li>• CFR turnout times</li> </ul> | <b>Internal Training</b> <ul style="list-style-type: none"> <li>• Skill proficiencies</li> <li>• Professional Development</li> <li>• Career Advancement</li> <li>• Succession Planning</li> </ul> | <b>External Training</b> <ul style="list-style-type: none"> <li>• LCVFDs</li> <li>• Industry</li> </ul>                                |
| <b>Standard Operating Guidelines</b> <ul style="list-style-type: none"> <li>• Updated</li> <li>• Applied consistently</li> </ul>                      | <b>Human Resources</b> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Hiring</li> <li>• Retention</li> <li>• Promotion</li> <li>• Competitive pay</li> </ul>                     | <b>Infrastructure to support department operations</b> <ul style="list-style-type: none"> <li>• Dedicated training facility</li> </ul> |

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## STRATEGIC INITIATIVE AND GOALS

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The strategic planning team developed the strategic initiatives based upon the critical issues and service gaps that were identified. Strategic initiatives serve as the basis for establishing goals and objectives. The following identifies eight strategic initiatives.

| Strategic Initiatives                |                                        |
|--------------------------------------|----------------------------------------|
| Facilities, Equipment, and Apparatus | Recruitment, Hiring, and Retention     |
| Training                             | Community Engagement                   |
| Service Delivery                     | Organizational Policies and Procedures |
| Organizational Culture               | Accreditation                          |

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## GOALS and OBJECTIVES

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Goals and objectives were developed using strategic initiatives as a guide. Effective goals and objectives will enable the department to achieve its mission. Goals were written following the SMARTER principle; **S**pecific **M**easurable **A**ttainable **R**elevant **T**ime-bound **E**valuate **R**e-evaluate. The strategic planning team established goals for each strategic initiative as well as identifying specific objectives, critical tasks, and completion benchmarks.

Department command staff and subject matter experts were assigned a goal as a measure of accountability. Goal managers were responsible for the overall goal management, setting performance metrics, and establishing benchmarks. The department uses a master goal and objective tracking matrix to track goal progress.

|                                          |                                                                                                                                                                                                                                                                                                                                                                            |                                                |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <b>Goal: 1</b>                           | <b>Facilities, Apparatus, and Equipment</b>                                                                                                                                                                                                                                                                                                                                |                                                |
|                                          | <b>Acquire and maintain facilities, equipment, and apparatus that are required to support department programs and services</b>                                                                                                                                                                                                                                             |                                                |
| <b>Objective 1A</b>                      | <b>Preventative maintenance and repair on facilities</b>                                                                                                                                                                                                                                                                                                                   |                                                |
| Assigned to: <u>Fire Chief D. Hughes</u> |                                                                                                                                                                                                                                                                                                                                                                            | Completion Benchmark: Continuous               |
| Critical Tasks                           | <ul style="list-style-type: none"><li>• Develop a preventative maintenance program for all existing facilities</li><li>• Conduct and document monthly facility inspections</li><li>• Place repairs on a maintenance board for easy review</li><li>• Project costs of repairs or place on capital improvement plan</li><li>• Provide a benchmark time for repairs</li></ul> |                                                |
| <b>Objective 1B</b>                      | <b>Facility upgrades</b>                                                                                                                                                                                                                                                                                                                                                   |                                                |
| Assigned to: <u>Fire Chief D. Hughes</u> |                                                                                                                                                                                                                                                                                                                                                                            | Completion Benchmark: <u>December 31, 2025</u> |
| Critical Tasks                           | <ul style="list-style-type: none"><li>• Replace or repair station generators</li><li>• Project costs for new generators or repair of generators</li><li>• Install storm shelters at all stations</li></ul>                                                                                                                                                                 |                                                |



|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   | <ul style="list-style-type: none"> <li>• Provide additional parking spaces at Station 4</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Objective 1C</b>                               | <b>Apparatus / vehicle preventative maintenance and repairs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Assigned to: <a href="#">Fire Chief D. Hughes</a> | Completion Benchmark: Continuous                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Critical Tasks                                    | <ul style="list-style-type: none"> <li>• Review current policies regarding apparatus/vehicle maintenance</li> <li>• Review the reporting process for apparatus maintenance or repair</li> <li>• Coordinate an apparatus preventative maintenance plan to include the scheduling of one apparatus per month for thorough inspections</li> <li>• Determine the feasibility for an in-house daily EVT</li> <li>• Determine the feasibility for out-sourcing apparatus repairs</li> <li>• Determine the need for more reserve apparatus</li> </ul> |
| <b>Objective 1D</b>                               | <b>Apparatus / support vehicle replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Assigned to: <a href="#">Fire Chief D. Hughes</a> | Completion Benchmark: <a href="#">September 30, 2024</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Critical Tasks                                    | <ul style="list-style-type: none"> <li>• Determine replacement schedule for frontline apparatus based on requirements from the MS State Rating Bureau</li> <li>• Place replacement schedule on capital improvement plan</li> <li>• Determine the feasibility of a lease/purchase option</li> <li>• Continue to fund new apparatus through federal grants</li> <li>• Prepare and implement a replacement schedule for support vehicles</li> </ul>                                                                                               |

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|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Objective 1E</b>                               | <b>Equipment repair/replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Assigned to: <a href="#">Fire Chief D. Hughes</a> | Completion Benchmark: <a href="#">December 31, 2024</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Critical Tasks                                    | <ul style="list-style-type: none"> <li>• Perform preventative maintenance on apparatus equipment (e.g. ventilation fans, forcible entry saws/tools, extrication tools, etc.)</li> <li>• Research new or advanced technology in equipment</li> <li>• Evaluate effectiveness, safety, and compatibility of Personal Protective Equipment</li> <li>• Develop a tracking system for repair or replacement of equipment (tools, fire hose, breathing apparatus, etc.)</li> <li>• Identify supplies and materials such as extrication gloves, RIT packs, etc.</li> </ul> |

| Objective 1F                             | Training Facility                                                                                                                                                                                                               |  |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Assigned to: <u>Fire Chief D. Hughes</u> | Completion Benchmark: <u>June 30, 2024</u>                                                                                                                                                                                      |  |
| Critical Tasks                           | <ul style="list-style-type: none"> <li>Research the various training facilities to meet department needs</li> <li>Determine cost of facility</li> <li>Determine funding needs such as insurance rebate, grants, etc.</li> </ul> |  |

| Goal: 2                                     | Recruitment , <del>hiring</del> <u>Hiring</u> , and <del>retention</del> <u>Retention</u> of <del>personnel</del> <u>Personnel</u>                                                                                                                                                                                                                                                                                                                                                                       |  |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                             | Align recruitment, hiring, and retention practices to support department programs and services                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| Objective 2A                                | Recruitment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| Assigned to: <u>Battalion Chief W. Mims</u> | Completion Benchmark: Continuous                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Critical Tasks                              | <ul style="list-style-type: none"> <li>Identify effective recruitment practices that will create a broader, more diverse candidate pool</li> <li>Develop social media initiatives</li> <li>Produce a video that highlights department and career opportunities at CFR</li> <li>Extend recruitment regions</li> <li>Focus recruitment efforts to include a more diverse candidate pool</li> <li>Participate in job fairs</li> <li>Coordinate recruitment efforts with human resources director</li> </ul> |  |
| Objective 2B                                | Hiring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| Assigned to: <u>Battalion Chief W. Mims</u> | Completion Benchmark: <u>October 31, 2024</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Critical Tasks                              | <ul style="list-style-type: none"> <li>Review the hiring process to eliminate long processes</li> <li>Determine the feasibility of lowering the age requirement</li> <li>Determine the feasibility of hiring qualified engineers and captains outside of the organization</li> </ul>                                                                                                                                                                                                                     |  |

| Objective 2C                                | Retention                                                                                                                                                                                                                                                       |  |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Assigned to: <u>Battalion Chief W. Mims</u> | Completion Benchmark: <u>Continuous</u>                                                                                                                                                                                                                         |  |
| Critical Tasks                              | <ul style="list-style-type: none"> <li>Establish a retention committee</li> <li>Identify reasons for personnel resignations</li> <li>Identify reasons for personnel retirements</li> <li>Develop a strategy for maintaining non-retirement personnel</li> </ul> |  |

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|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Goal: 3</b>                                 | <b>Training and Professional Development</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|                                                | <b>Develop the knowledge, skills, and abilities of personnel that supports professional development and career advancement</b>                                                                                                                                                                                                                                                                                                                                                           |  |
| <b>Objective 3A</b>                            | <b>NFPA Certifications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| Assigned to: <u>Chief of Training A. Lewis</u> | Completion Benchmark: <u>June 30, 2024</u>                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| Critical Tasks                                 | <ul style="list-style-type: none"> <li>Determine MS State Fire Academy enrollment availabilities</li> <li>Determine the feasibility of conducting a field delivery course for NFPA 1001 I &amp; II</li> <li>Determine the feasibility of conducting field delivery courses for NFPA 1002 and other NFPA related certifications</li> </ul>                                                                                                                                                |  |
| <b>Objective 3B</b>                            | <b>Hazardous Materials and Technical Rescue</b>                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| Assigned to: <u>Chief of Training A. Lewis</u> | Completion Benchmark: <u>June 30, 2024</u>                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| Critical Tasks                                 | <ul style="list-style-type: none"> <li>Determine the feasibility of conducting field delivery courses for hazardous materials</li> <li>Determine the feasibility of conducting field courses for technical rescue disciplines</li> <li>Provide outside training opportunities to include National Domestic Preparedness Consortium (e.g. Anniston, Pueblo, Socorro, Las Vegas, etc.)</li> <li>Identify hazardous materials and technical rescue team leaders</li> </ul>                  |  |
| <b>Objective 3C</b>                            | <b>In-House Training</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| Assigned to: <u>Chief of Training A. Lewis</u> | Completion Benchmark: <u>June 30, 2024</u>                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| Critical Tasks                                 | <ul style="list-style-type: none"> <li>Determine training objectives consistent with MS State Rating Bureau hour requirements</li> <li>Review the use of job performance requirements</li> <li>Implement a quarterly training schedule that includes hazardous materials, technical rescue, auto extrication, etc.</li> <li>Re-implement fire critiques to include the use of incident “report card”</li> <li>Conduct training with Lowndes County Volunteer Fire Departments</li> </ul> |  |

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| <b>Objective 3D</b>                            | <b>Professional Development and Career Advancement</b>                                                                                                                                                                                                                                                                             |  |
| Assigned to: <u>Chief of Training A. Lewis</u> | Completion Benchmark: <u>December 31, 2024</u>                                                                                                                                                                                                                                                                                     |  |
| Critical Tasks                                 | <ul style="list-style-type: none"> <li>Identify certification requirements from firefighter to captain</li> <li>Identify professional development courses to include undergraduate/graduate degree, Certified Public Manager, MS Executive Officer program, NFA Managing Officer and Executive Fire Officer curriculums</li> </ul> |  |

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|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                | <ul style="list-style-type: none"> <li>Identify training opportunities at conferences such as Fire Rescue International and Fire Department Instructors Conference</li> <li>Identify professional development curriculums that are job specific to include National Fire Academy offerings</li> </ul>                                                                                                                                                                                                                                                                                                                                  |
| <b>Objective 3E</b>                            | <b>Promotional Process</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Assigned to: <u>Chief of Training A. Lewis</u> | Completion Benchmark: <u>December 31, 2024</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Critical Tasks                                 | <ul style="list-style-type: none"> <li>Evaluate current promotional process</li> <li>Evaluate promotional components to include: <ul style="list-style-type: none"> <li>❖ Promotional Board</li> <li>❖ Incorporate personnel evaluations</li> <li><del>❖ Skills evaluation</del></li> <li><del>❖ Shadowing, mentoring, and serving in positions of higher rank</del></li> <li><del>❖ Educational opportunities that were applied to</del></li> <li>❖ <del>Completion of recommended training identified in SOG 401.01 Appendix A2</del></li> </ul> </li> <li>Develop a personal promotional journal listing accomplishments</li> </ul> |

|                                     |                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Goal: 4</b>                      | <b>Community Engagement</b>                                                                                                                                                                                                                                                                                                                   |
|                                     | <b>Continue to improve outreach and visibility in the community to extend the department's reputation for excellence</b>                                                                                                                                                                                                                      |
| <b>Objective 4A</b>                 | <b>Maintain a social media presence</b>                                                                                                                                                                                                                                                                                                       |
| Assigned to: <u>FLSE J. Sherrod</u> | Completion Benchmark: <u>June 30, 2024</u>                                                                                                                                                                                                                                                                                                    |
| Critical Tasks                      | <ul style="list-style-type: none"> <li>Maintain CFR's Facebook page</li> <li>Utilize Twitter or other media services</li> </ul>                                                                                                                                                                                                               |
| <b>Objective 4B</b>                 | <b>Community Event Presence</b>                                                                                                                                                                                                                                                                                                               |
| Assigned to: <u>FLSE J. Sherrod</u> | Completion Benchmark: <u>Continuous</u>                                                                                                                                                                                                                                                                                                       |
| Critical Tasks                      | <ul style="list-style-type: none"> <li>Determine the need for additional programs/services</li> <li>Participate in all public events such as Market Street Festival, Juneteenth, and 7<sup>th</sup> Avenue Festival</li> <li>Continue to provide fun games and exercises for children</li> <li>Distribute children promotion items</li> </ul> |

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <b>Objective 4C</b>                 | <b>Department Events</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                |
| Assigned to: <u>FLSE J. Sherrod</u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Completion Benchmark: <u>December 31, 2024</u> |
| Critical Tasks                      | <ul style="list-style-type: none"> <li>• Determine the feasibility of Open House Events at stations</li> <li>• Schedule engine company participation in public events</li> <li>• Determine the feasibility of Citizen's Fire Academy <ul style="list-style-type: none"> <li>❖ Select instructors</li> <li>❖ Develop a promotional campaign to solicit community involvement</li> <li>❖ Survey citizens to determine any improvements or changes to the program</li> </ul> </li> </ul> |                                                |
| <b>Objective 4D</b>                 | <b>Identify delivery methods to promotes the department</b>                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                |
| Assigned to: <u>FLSE J. Sherrod</u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Completion Benchmark: <u>December 31, 2024</u> |
| Critical Tasks                      | <ul style="list-style-type: none"> <li>• Identify and analyze the effectiveness of delivery methods</li> <li>• Maintain or adjust delivery methods base on community stakeholder feedback</li> <li>• Eliminate methods that are determined to be ineffectual</li> </ul>                                                                                                                                                                                                               |                                                |

|                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                         |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| <b>Goal: 5</b>                                                       | <b>Culture and Core Values</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                         |
|                                                                      | <b>Create a culture of comradery and teamwork that supports individual goals and demonstrates the department's core values in every element to achieve our mission and vision.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                         |
| <b>Objective 5A</b>                                                  | <b>Recognition of Core Values</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                         |
| Assigned to: <del>Battalion Chiefs</del> <u>Fire Chief D. Hughes</u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Completion Benchmark: <u>Continuous</u> |
| Critical Tasks                                                       | <ul style="list-style-type: none"> <li>• Determine the level of personnel understanding core values</li> <li>• Determine if core values are aligned with organizational culture</li> <li>• Battalion chief round table meeting with shift personnel discussing core values, teamwork, behaviors that build on teamwork, road blocks to core valves</li> <li>• Develop a basic plan to align core values with organizational culture</li> <li>• Reconvene in 6 months to determine how core valves and culture has changed</li> <li>• Determine the feasibility of providing outside vendor training on core values, teamwork, and interpersonal dynamics</li> </ul> |                                         |
| <b>Objective 5B</b>                                                  | <b>Policies and Procedures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                         |
| Assigned to: <u>Fire Chief D. Hughes</u>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Completion Benchmark:                   |
| Critical Tasks                                                       | <ul style="list-style-type: none"> <li>• Review policies and procedures once every two years</li> <li>• Ensure all personnel have access to the department's policies and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                         |

|  |                                                                                                                              |
|--|------------------------------------------------------------------------------------------------------------------------------|
|  | procedures <ul style="list-style-type: none"> <li>Consistently apply the policies and procedures to all personnel</li> </ul> |
|--|------------------------------------------------------------------------------------------------------------------------------|

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                  |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Goal: 6</b>                                 | <b>Program and service delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |
|                                                | <b>Evaluate department programs for service delivery to meet customer expectations to include fire suppression, EMS, hazardous materials, technical rescue, fire prevention, and community risk reduction</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                  |
| <b>Objective 6A</b>                            | <b>Service delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |
| Assigned to: <u>Chief of Training A. Lewis</u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Completion Benchmark: Continuous |
| Critical Tasks                                 | <ul style="list-style-type: none"> <li>Establish baseline performance and benchmark goals for alarm handling and turnout time</li> <li>Provide the battalion chiefs with response summaries for their shift</li> <li>Provide alarm handling and turnout times for each risk classification and risk category by SRA/ESN</li> <li>Ensure department response is consistent with critical tasking requirements</li> <li>Conduct training based on district territory based on RAFTER hazard assessments</li> <li>Conduct incident critiques that evaluates response elements (e.g. alarm handling, turnout times, first due travel and ERF travel time, and total response times for first due units and ERF units)</li> <li>Provide annual program appraisals that provide input and output data compared to program outcomes.</li> <li>Adjust benchmark performance when required</li> </ul> |                                  |

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Goal: 7</b>                                              | <b>Implement a physical fitness program</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                  |
|                                                             | <b>To provide a physical fitness program that promotes health and wellness for department personnel</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |
| <b>Objective</b>                                            | <b>Physical program</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |
| Assigned to: <u>Captain L. Godfrey / Engineer C. Haynes</u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Completion Benchmark: Continuous |
| Critical Tasks                                              | <ul style="list-style-type: none"> <li>Determine the feasibility of establishing fitness times</li> <li>Allow engine companies leave their district for fitness training at Station 2 or Station 4</li> <li>Provide each shift with a peer fitness assessor</li> <li>Determine the feasibility of annual minimum fitness requirements that is non-punitive</li> <li>Establish individual health fitness through achievable personal benchmarks</li> <li>Develop a fitness course / exercises for personnel to compete with other personnel to determine a top fitness annual award</li> </ul> |                                  |

|  |                                                                                                                                                                                                                                                                                                                        |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• Implement a partnership with Baptist Memorial Hospital for training in healthy nutritional behaviors</li> <li>• Compare North Greenville Fitness consolidated measures (department as a whole) each year to determine the overall health and wellness of personnel</li> </ul> |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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## COMMITMENT TO CONTINUOUS IMPROVEMENT

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Columbus Fire and Rescue has embraced a commitment to the continuous improvement model as part of the accreditation process. The department recognizes that the true measure of the strategic plan is more than completing goals and peer recommendations but rather a shift in department paradigms where continuous improvement becomes ingrained in our culture and core values.

*We, the members of Columbus Fire and Rescue, envision that by 2028 the department continues to be recognized within the community and throughout the state as an emergency service leader by setting the standard for organizational excellence in providing quality customer service.*

*Columbus Fire and Rescue makes a commitment towards continuous improvement by remaining a nationally accredited fire department. We acknowledge this commitment by providing a level of transparency and accountability not only to ourselves but also the community through an open communication process.*

*Columbus Fire and Rescue recognizes that human resources are our most important asset. The department will invest in this asset through an initiative-taking human resource management strategy of pursuing, hiring, and retaining quality individuals. The department will further this investment through a comprehensive training and professional development program that will prepare personnel to become future leaders. This development and planning will promote mutual growth, respect, and teamwork. Additionally, Columbus Fire*

and Rescue will encourage and support an organizational culture that best demonstrates our core values, the basis for how we treat our customers.

**PEER ASSESSOR ACCREDITATION RECOMMENDATIONS**

Pending peer recommendations

| Criterion               |     |                     |        |                         |  |
|-------------------------|-----|---------------------|--------|-------------------------|--|
| Recommendation Manager: |     |                     |        |                         |  |
|                         | PI  |                     |        |                         |  |
|                         | Rec |                     |        |                         |  |
| Critical Tasks          |     | Person.<br>Assigned | Status | Completion<br>Benchmark |  |
| 1.                      |     |                     |        |                         |  |
| 2.                      |     |                     |        |                         |  |
| 3.                      |     |                     |        |                         |  |



## DEPARTMENT RECOMMENDATIONS

| <u>PI</u>                  | <u>Improvement</u>                                                                                                                                                                                                                                       | <u>Due date</u> | <u>Complete</u> |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| <u>1A.4</u>                | <u>The department will recommend a city organizational chart reflective of current positions / lines of authority</u>                                                                                                                                    |                 |                 |
| <u>2A.9</u>                | <u>The department will continue to use the RAFTER model to document district occupancy risks/hazards once every 3 years.</u>                                                                                                                             |                 |                 |
| <u>2B.2</u>                | <u>The department will implement non-emergency incidents in the annual program appraisal process.</u>                                                                                                                                                    |                 |                 |
| <u>2B.3</u><br><u>2C.5</u> | <u>The department will implement a process to improve turnout response times</u>                                                                                                                                                                         |                 |                 |
| <u>2B.4</u>                | <u>The department will incorporate non-emergency trend in its analysis</u>                                                                                                                                                                               |                 |                 |
| <u>2B.5</u>                | <u>The department will consider reducing the ERF by 1 engine company for business/commercial occupancies with an alarm and fire protection system.</u>                                                                                                   |                 |                 |
| <u>2B.6</u><br><u>2C.9</u> | <u>The department will schedule training with command staff and line personnel identifying critical infrastructures by planning zones. The command staff will receive training on both the Hazard Mitigation Plan and Continuity of Operations Plan.</u> |                 |                 |
| <u>2B.7</u>                | <u>The department will meet with agency department heads to develop and implement a process that will support an exchange of risk information to address critical issues and service gaps.</u>                                                           |                 |                 |
| <u>2C.2</u><br><u>2C.6</u> | <u>The department will review the fire suppression “report cards” process for re-implementation.</u>                                                                                                                                                     |                 |                 |
| <u>2C.3</u>                | <u>The chief of training will develop and implement a testing measure to determine the effectiveness of district hazards</u>                                                                                                                             |                 |                 |



|   | <b>Recommendation</b> | <b>Completed</b> |
|---|-----------------------|------------------|
| 1 |                       |                  |
| 2 |                       |                  |
| 3 |                       |                  |

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## APPENDIX A

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The following tables reflects the community stakeholder's response to knowledge of programs and services offered to the community, stakeholder expectations, areas for improvement, and positive feedback.

|                                                      |
|------------------------------------------------------|
|                                                      |
| 1. Emergency Response (20)                           |
| 2. Fire Suppression and Prevention (19)              |
| 3. Fire Protection and Safety (smoke detectors) (16) |
| 4. Fire Education (16)                               |
| 5. Inspections (11)                                  |
| 6. Participation/support in special events (7)       |
| 7. Hazardous Materials Response (5)                  |
| 8. Rescues (4)                                       |
| 9. General Community Outreach (4)                    |
| 10. Search for lost children/adults (3)              |
| 11. Child Safety Seat Installations (3)              |

|                                                           |
|-----------------------------------------------------------|
| 12. Volunteer services to citizens (2)                    |
| 13. Rope Rescue (2)                                       |
| 14. Disaster Response (2)                                 |
| 15. Burn Permits (2)                                      |
| 16. Code Enforcement (2)                                  |
| 17. Publication of department magazine                    |
| 18. Burn dilapidated houses                               |
| 19. Severe Weather response                               |
| 20. Assist in ER with full codes                          |
| 21. EMTs do ER rotations                                  |
| 22. Remind medical facilities to check fire extinguishers |
| 23. Verify that annual disaster drills take place         |
| 24. Handle bomb threats                                   |

|                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          |
| 1. Private Industry <ul style="list-style-type: none"> <li>• Safety briefings to industry on dangers during construction</li> <li>• More cross training</li> <li>• Confined space training</li> <li>• Work with utility companies on fire hazards and buried/overhead hazards</li> <li>• HAZMAT team training</li> </ul> |
| 2. Teach CPR to seniors and families                                                                                                                                                                                                                                                                                     |
| 3. Conduct an Academy to show dispatchers proper dispatching procedures, etc.                                                                                                                                                                                                                                            |
| 4. Train with Lowndes County volunteer fire departments                                                                                                                                                                                                                                                                  |
| 5. Establish a Damage Assessment Team                                                                                                                                                                                                                                                                                    |
| 6. High school interaction program to keep kids out of trouble (3)                                                                                                                                                                                                                                                       |
| 7. Public information access (how can dept. get a house burned down for training purposes)                                                                                                                                                                                                                               |
| 8. Talk to residents about exit drills                                                                                                                                                                                                                                                                                   |
| 9. More involvement with E-Plan and Lowndes County EMA                                                                                                                                                                                                                                                                   |
| 10. Don't know of anything (9)                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                          |

|                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Public awareness/education (15)                                                                                                                     |
| 2. Hold ward meetings at fire stations (15)                                                                                                            |
| 3. Station meet & greets (15)                                                                                                                          |
| 4. Have more open houses                                                                                                                               |
| 5. Meet & greets w/ education talks                                                                                                                    |
| 6. Q & A on programs (i.e. smoke detectors) (15)                                                                                                       |
| 7. Go to churches (15)                                                                                                                                 |
| 8. Perform home safety checks (15)                                                                                                                     |
| 9. More interaction with the community/govt. officials (3)                                                                                             |
| 10. Obtain common software between agencies to increase efficiencies (2)                                                                               |
| 11. Traffic on wrecks (2)<br>Take into account police officers' job as related to traffic control<br>Position trucks to allow traffic flow if possible |
| 12. Keep personnel well trained/responsive (2)                                                                                                         |
| 13. Update/modernize equipment (2)                                                                                                                     |
| 14. Establish a working relationship with LCVFD members/training and response (2)                                                                      |
| 15. Build training facility for Columbus/secondary areas                                                                                               |
| 16. Include media more on house fires/major events                                                                                                     |
| 17. Possible piggyback with industry in acquiring grants                                                                                               |
| 18. Find a way to manage calls and number of crews/trucks sent on non-fire calls                                                                       |
| 19. Encourage and hire quality personnel                                                                                                               |
| 20. Recruitment of women and young males – diversity                                                                                                   |
| 21. Keep building on strong relationships (with business/industry ATMOS)                                                                               |
| 22. Upgrade facilities                                                                                                                                 |
| 23. Assess station locations to ensure that they are located strategically                                                                             |
| 24. More inter-department training and involvement                                                                                                     |
| 25. Continuation of present certification level (maintain a dept of EMTs)                                                                              |
| 26. Allow public to attend/observe live burns and training exercises                                                                                   |
| 27. Let the guys tell the stories, not the chiefs                                                                                                      |
| 28. Provide more first contact/background info on patients                                                                                             |
| 29. More community programs                                                                                                                            |
| 30. Community based training                                                                                                                           |

|                                         |
|-----------------------------------------|
| 31. Response times                      |
| 32. Neighborhood block parties with CFR |
| 33. Training                            |
| 34. More elementary school education    |

|                                                                         |
|-------------------------------------------------------------------------|
|                                                                         |
| 1. Really proud of the job the department is doing (14)                 |
| 2. Fire prevention and emergency; respond well (13)                     |
| 3. Shows interest in the community/community outreach (8)               |
| 4. Rate the dept. A+/Outstanding/Does everything well (6)               |
| 5. Education (6)                                                        |
| 6. CFR's customer service is outstanding (6)                            |
| 7. Only city dept. with few/no complaints (6)                           |
| 8. Professionalism (4)                                                  |
| 9. Training (4)                                                         |
| 10. Improved insurance rating (3)                                       |
| 11. Good communication with city depts. (2)                             |
| 12. Well equipped (2)                                                   |
| 13. Communication with Business & Industry/Communication in general (2) |
| 14. Water rescue and recovery                                           |
| 15. Trusted by the Public                                               |
| 16. Good reputation throughout the state                                |
| 17. Appreciation for service to the marina                              |
| 18. Placement of stations provides a good front line response           |

**MAYOR**

KEITH GASKIN.

**CITY COUNCIL**

ETHEL STEWART  
JOSEPH W. MICKENS, SR.  
RUSSELL GREENE  
PIERRE D. BEARD, SR.  
STEPHEN JONES  
JACQUELINE DICICCO

**CHIEF OPERATIONS OFFICER**

JAMMIE GARRETT

**CITY OF COLUMBUS**

POST OFFICE BOX 1408  
COLUMBUS, MISSISSIPPI 39703

**CFO/SECRETARY-TREASURER**

JAMES "Jim" BRIGHAM

**POLICE CHIEF**

JOSEPH M. DAUGHTRY, SR.

**FIRE CHIEF**

DUANE HUGHES

**HUMAN RESOURCES DIRECTOR**

PATRICIA S. MITCHELL

**PT DIRECTOR OF PLANNING &  
COMMUNITY DEVELOPMENT**

GEORGE IRBY

March 28, 2024

Mayor Keith Gaskin  
and Members of the City Council  
City of Columbus, MS

Dear Mayor and Council Members:

The Director of Parks & Recreation, Maintenance Superintendent and I have interviewed applicants to fill the seasonal position of Grounds Technician/Laborer. We have taken into consideration the revised recruitment policy. We request that you approve the hire of \_\_\_\_\_ to fill this position at \$12.88 per hour, pending successful completion of a pre-employment drug screen and medical examination.

Thank you for your continued support.

Sincerely,

*Patricia Mitchell*

Patricia Mitchell  
Human Resources Director

*Greg Lewis*

Greg Lewis  
Director of Parks & Recreation

- |                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------|---------------------------------------|---------------------------------------------------|-------------------------------------------|-----|--------------|-----|--------|-----------|--|
| <b>1. Federal Award No.</b>                                                                                                                                                                                                                                                                  | <b>2. Effective Date</b><br>See No. 16 Below                                                                                                                                                                                                                                                                                                                                                                                                             | <b>3. Assistance Listings No.</b><br>20.939 |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>4. Award To</b><br>City of Columbus<br>523 Main Street<br>Columbus, MS 39701<br><br>Unique Entity Id.: GDYKRKGAVS97<br>TIN No.: 64-6000273                                                                                                                                                | <b>5. Sponsoring Office</b><br>U.S. Department of Transportation<br>Federal Highway Administration<br>Office of Safety<br>1200 New Jersey Avenue, SE<br>HSSA-1, Mail Drop E71-117<br>Washington, DC 20590                                                                                                                                                                                                                                                |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>6. Period of Performance</b><br>Effective Date of Award –<br>September 30, 2025                                                                                                                                                                                                           | <b>7. Total Amount</b> <table border="0" style="width: 100%;"><tr><td>Federal Share:</td><td style="text-align: right;">\$160,000</td></tr><tr><td>Recipient Share:</td><td style="text-align: right;">\$40,000</td></tr><tr><td>Other Federal Funds:</td><td style="text-align: right;">\$0</td></tr><tr><td>Other Funds:</td><td style="text-align: right;">\$0</td></tr><tr><td>Total:</td><td style="text-align: right;">\$200,000</td></tr></table> | Federal Share:                              | \$160,000        | Recipient Share:                      | \$40,000                                          | Other Federal Funds:                      | \$0 | Other Funds: | \$0 | Total: | \$200,000 |  |
| Federal Share:                                                                                                                                                                                                                                                                               | \$160,000                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| Recipient Share:                                                                                                                                                                                                                                                                             | \$40,000                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| Other Federal Funds:                                                                                                                                                                                                                                                                         | \$0                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| Other Funds:                                                                                                                                                                                                                                                                                 | \$0                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| Total:                                                                                                                                                                                                                                                                                       | \$200,000                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>8. Type of Agreement</b><br>Grant                                                                                                                                                                                                                                                         | <b>9. Authority</b><br>Section 24112 of the Infrastructure Investment and Jobs Act (Pub. L. 117–58, November 15, 2021; also referred to as the “Bipartisan Infrastructure Law” or “BIL”)                                                                                                                                                                                                                                                                 |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>10. Procurement Request No.</b><br>HSA240108PR                                                                                                                                                                                                                                            | <b>11. Federal Funds Obligated</b><br>\$160,000                                                                                                                                                                                                                                                                                                                                                                                                          |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>12. Submit Payment Requests To</b><br>See Article 5.                                                                                                                                                                                                                                      | <b>13. Accounting and Appropriations Data</b><br>[insert Data]                                                                                                                                                                                                                                                                                                                                                                                           |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>14. Description of the Project Develop Safety Action Plan for the City of Columbus, MS.</b>                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <table border="0" style="width: 100%;"><tr><td style="width: 50%;"><b>RECIPIENT</b></td><td style="width: 50%;"><b>FEDERAL HIGHWAY ADMINISTRATION</b></td></tr><tr><td><b>15. Signature of Person Authorized to Sign</b></td><td><b>16. Signature of Agreement Officer</b></td></tr></table> |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                             | <b>RECIPIENT</b> | <b>FEDERAL HIGHWAY ADMINISTRATION</b> | <b>15. Signature of Person Authorized to Sign</b> | <b>16. Signature of Agreement Officer</b> |     |              |     |        |           |  |
| <b>RECIPIENT</b>                                                                                                                                                                                                                                                                             | <b>FEDERAL HIGHWAY ADMINISTRATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                    |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |
| <b>15. Signature of Person Authorized to Sign</b>                                                                                                                                                                                                                                            | <b>16. Signature of Agreement Officer</b>                                                                                                                                                                                                                                                                                                                                                                                                                |                                             |                  |                                       |                                                   |                                           |     |              |     |        |           |  |

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|                    |      |
|--------------------|------|
| Signature          | Date |
| Name: Keith Gaskin |      |
| Title: Mayor       |      |

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|                          |      |
|--------------------------|------|
| Signature                | Date |
| Name:                    |      |
| Title: Agreement Officer |      |



# U.S. DEPARTMENT OF TRANSPORTATION

## GRANT AGREEMENT UNDER THE FISCAL YEAR 2023 SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

This agreement is between the United States Department of Transportation's (the "USDOT") Federal Highway Administration (the "FHWA") and the City of Columbus

This agreement reflects the selection of the Recipient to receive a Safe Streets and Roads for All ("SS4A") Grant for the Develop Safety Action Plan for the City of Columbus, Mississippi Project.

The parties therefore agree to the following:

### ARTICLE 1 GENERAL TERMS AND CONDITIONS

#### 1.1 General Terms and Conditions.

- (a) In this agreement, "General Terms and Conditions" means the content of the document titled "General Terms and Conditions Under the Fiscal Year 2023 Safe Streets and Roads for All ("SS4A") Grant Program," which is available at <https://www.transportation.gov/grants/ss4a/grant-agreements> under "Fiscal Year 2023." Articles 7–30 are in the General Terms and Conditions. The General Terms and Conditions are part of this agreement.
- (b) The Recipient acknowledges that it has knowledge of the General Terms and Conditions. Recipient also states that it is required to comply with all applicable Federal laws and regulations including, but not limited to, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR part 200); National Environmental Policy Act (NEPA) (42 U.S.C. § 4321 et seq.); and Build America, Buy America Act (BIL, div. G §§ 70901-27).
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient's non-compliance with the General Terms and Conditions may result in remedial action, termination of the SS4A Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to the FHWA the SS4A Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

### ARTICLE 2 APPLICATION, PROJECT, AND AWARD

#### 2.1 Application.

Application Title: Develop Safety Action Plan for the City of Columbus, Mississippi

Application Date: July 7, 2023

#### 2.2 Award Amount.

SS4A Grant Amount: \$160,000

#### 2.3 Federal Obligation Information.

Federal Obligation Type: Single

## 2.4 Budget Period.

Budget Period: See Block 6 of Page 1

## 2.5 Grant Designation.

Designation: Planning and Demonstration

# ARTICLE 3 SUMMARY PROJECT INFORMATION

## 3.1 Summary of Project's Statement of Work.

The award will be used by the city to develop a comprehensive safety action plan for the City of Columbus to improve road safety for all users. In recognition of the risks to life and safety the roads in Columbus present for citizens, the City of Columbus is committed to develop a safety action plan to improve everyday life with robust public & stakeholder input, safety analysis and equity analysis. It will connect communities along routes allowing easier, better and safer access to unique local restaurants, retail establishments, and historical and cultural sites while minimizing serious injuries and fatalities within the city.

## 3.2 Project's Estimated Schedule.

### Action Plan Schedule

| Milestone                           | Schedule Date      |
|-------------------------------------|--------------------|
| Planned Draft Plan Completion Date: | March 1, 2025      |
| Planned Final Plan Completion Date: | June 1, 2025       |
| Planned Final Plan Adoption Date:   | August 1, 2025     |
| Planned SS4A Final Report Date:     | September 30, 2025 |

## 3.3 Project's Estimated Costs.

### (a) Eligible Project Costs

| Eligible Project Costs       |           |
|------------------------------|-----------|
| SS4A Grant Amount:           | \$160,000 |
| Other Federal Funds:         | \$0       |
| State Funds:                 | \$0       |
| Local Funds:                 | \$40,000  |
| In-Kind Match:               | \$0       |
| Other Funds:                 | \$0       |
| Total Eligible Project Cost: | \$200,000 |

## ARTICLE 4

### RECIPIENT INFORMATION

#### 4.1 Recipient Contact(s).

Keith Gaskin  
City Mayor  
City of Columbus  
523 Main Street  
Columbus, MS 39701  
662-328-7021  
[kgaskin@columbus.org](mailto:kgaskin@columbus.org)

#### 4.2 Recipient Key Personnel.

| Name         | Title or Position |
|--------------|-------------------|
| Keith Gaskin | Mayor             |
| George Irby  | City of Columbus  |

#### 4.3 USDOT Project Contact(s).

Safe Streets and Roads for All Program Manager  
Federal Highway Administration  
Office of Safety  
HSSA-1, Mail Stop: E71-117  
1200 New Jersey Avenue, S.E.  
Washington, DC 20590  
202-366-2822  
[SS4A.FHWA@dot.gov](mailto:SS4A.FHWA@dot.gov)

and

Agreement Officer (AO)  
Federal Highway Administration  
Office of Acquisition and Grants Management  
HCFA-33, Mail Stop E62-310  
1200 New Jersey Avenue, S.E.  
Washington, DC 20590  
202-493-2402  
[HCFASS4A@dot.gov](mailto:HCFASS4A@dot.gov)

and

Division Administrator – Mississippi  
Agreement Officer’s Representative (AOR)  
Federal Highway Administration MS Division  
101 West Capitol Street, Suite 1062  
Jackson, MS 39269  
601-965-4146

and

Necole Baker  
Mississippi Division Office Lead Point of Contact  
Community Planner  
101 West Capitol Street, Suite 1062  
Jackson, MS 39269  
601-965-7340  
[Necole.Baker@dot.gov](mailto:Necole.Baker@dot.gov)

## **ARTICLE 5**

### **USDOT ADMINISTRATIVE INFORMATION**

#### **5.1 Office for Subaward and Contract Authorization.**

USDOT Office for Subaward and Contract Authorization: FHWA Office of Acquisition and Grants Management

#### **SUBAWARDS AND CONTRACTS APPROVAL**

Note: See 2 CFR § 200.331, Subrecipient and contractor determinations, for definitions of subrecipient (who is awarded a subaward) versus contractor (who is awarded a contract).

Note: Recipients with a procurement system deemed approved and accepted by the Government or by the Agreement Officer (the “**AO**”) are exempt from the requirements of this clause. See 2 CFR 200.317 through 200.327. Note: This clause is only applicable to grants that do not include construction.

In accordance with 2 CFR 200.308(c)(6), unless described in the application and funded in the approved award, the Recipient must obtain prior written approval from the AO for the subaward, transfer, or contracting out of any work under this award above the Simplified Acquisition Threshold. This provision does not apply to the acquisition of supplies, material, equipment, or general support services. Approval will be issued through written notification from the AO or a formal amendment to the Agreement.

The following subawards and contracts are currently approved under the Agreement by the AO. This list does not include supplies, material, equipment, or general support services which are exempt from the pre-approval requirements of this clause.

#### **5.2 Reimbursement Requests**

- (a) The Recipient may request reimbursement of costs incurred within the budget period of this agreement if those costs do not exceed the amount of funds obligated and are allowable under the applicable cost provisions of 2 C.F.R. Part 200, Subpart E. The Recipient shall not request reimbursement more frequently than monthly.
- (b) The Recipient shall use the DELPHI iSupplier System to submit requests for reimbursement to the payment office. When requesting reimbursement of costs incurred or credit for cost share incurred, the Recipient shall electronically submit supporting cost detail with the SF-270 (Request for Advance or Reimbursement) or SF-271 (Outlay Report and Request for Reimbursement for Construction Programs) to clearly document all costs incurred.
- (c) The Recipient’s supporting cost detail shall include a detailed breakout of all costs incurred, including direct labor, indirect costs, other direct costs, travel, etc., and the Recipient shall identify the Federal share and the Recipient’s share of costs. If the Recipient does not provide sufficient detail in a request for

reimbursement, the Agreement Officer's Representative (the "**AOR**") may withhold processing that request until the Recipient provides sufficient detail.

- (d) The USDOT shall not reimburse costs unless the AOR reviews and approves the costs to ensure that progress on this agreement is sufficient to substantiate payment.
- (e) In the rare instance the Recipient is unable to receive electronic funds transfers (EFT), payment by EFT would impose a hardship on the Recipient because of their inability to manage an account at a financial institution, and/or the Recipient is unable to use the DELPHI iSupplier System to submit their requests for disbursement, the FHWA may waive the requirement that the Recipient use the DELPHI iSupplier System. The Recipient shall contact the Division Office Lead Point of Contact for instructions on and requirements related to pursuing a waiver.
- (f) The requirements set forth in these terms and conditions supersede previous financial invoicing requirements for Recipients.

## **ARTICLE 6 SPECIAL GRANT TERMS**

- 6.1** SS4A funds must be expended within five years after the grant agreement is executed and DOT obligates the funds, which is the budget period end date in section 10.3 of the Terms and Conditions and section 2.4 in this agreement.
- 6.2.** The Recipient demonstrates compliance with civil rights obligations and nondiscrimination laws, including Titles VI of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act, and accompanying regulations. Recipients of Federal transportation funding will also be required to comply fully with regulations and guidance for the ADA, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and all other civil rights requirements.
- 6.3** SS4A Funds will be allocated to the Recipient and made available to the Recipient in accordance with FHWA procedures.
- 6.4** The Recipient of a Planning and Demonstration Grant acknowledges that the Action Plan will be made publicly available and agrees that it will publish the final Action Plan on a publicly available website.
- 6.5** There are no other special grant requirements.

**ATTACHMENT A**  
**PERFORMANCE MEASUREMENT INFORMATION**

**Study Area:** City of Columbus

**Table 1: Performance Measure Table**

| <b>Measure</b>                      | <b>Category and Description</b>                                                                                                                                                                 | <b>Measurement Frequency and Reporting Deadline</b>        |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Equity                              | Percent of Funds to Underserved Communities: Funding amount (of total project amount) benefitting underserved communities, as defined by USDOT                                                  | Within 120 days after the end of the period of performance |
| Costs                               | Project Costs: Quantification of the cost of each eligible project carried out using the grant                                                                                                  | Within 120 days after the end of the period of performance |
| Lessons Learned and Recommendations | Lessons Learned and Recommendations: Description of lessons learned and any recommendations relating to future projects or strategies to prevent death and serious injury on roads and streets. | Within 120 days after the end of the period of performance |

**ATTACHMENT B  
CHANGES FROM APPLICATION**

Describe all material differences between the scope, schedule, and budget described in the application and the scope, schedule, and budget described in Article 3. The purpose of Attachment B is to clearly and accurately document any differences in scope, schedule, and budget to establish the parties' knowledge and acceptance of those differences. See Article 11 for the Statement of Work, Schedule, and Budget Changes. If there are no changes, please insert "N/A" in Section 3.3 of the table.

**Scope:** No changes to scope of work.

**Schedule:** Period of Performance End Date Changed from September 30, 2024 to September 30, 2025

**Budget:** No changes to budget

The table below provides a summary comparison of the project budget.

| Fund Source                                                       | Application |   | Section 3.3 |   |
|-------------------------------------------------------------------|-------------|---|-------------|---|
|                                                                   | \$          | % | \$          | % |
| <b>Previously Incurred Costs<br/>(Non-Eligible Project Costs)</b> |             |   |             |   |
| Federal Funds                                                     |             |   |             |   |
| Non-Federal Funds                                                 |             |   |             |   |
| Total Previously Incurred Costs                                   |             |   |             |   |
| <b>Future Eligible Project Costs</b>                              |             |   |             |   |
| SS4AFunds                                                         |             |   |             |   |
| Other Federal Funds                                               |             |   |             |   |
| Non-Federal Funds                                                 |             |   |             |   |
| Total Future Eligible Project Costs                               |             |   |             |   |
| Total Project Costs                                               |             |   |             |   |

## ATTACHMENT C RACIAL EQUITY AND BARRIERS TO OPPORTUNITY

### 1. Efforts to Improve Racial Equity and Reduce Barriers to Opportunity.

The Recipient states that rows marked with “X” in the following table align with the application:

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | A racial equity impact analysis has been completed for the Project. <i>(Identify a report on that analysis or, if no report was produced, describe the analysis and its results in the supporting narrative below.)</i>                                                                                                                                                                                                                     |
|   | The Recipient or a project partner has adopted an equity and inclusion program/plan or has otherwise instituted equity-focused policies related to project procurement, material sourcing, construction, inspection, hiring, or other activities designed to ensure racial equity in the overall delivery and implementation of the Project. <i>(Identify the relevant programs, plans, or policies in the supporting narrative below.)</i> |
|   | The Project includes physical-barrier-mitigating land bridges, caps, lids, linear parks, and multimodal mobility investments that either redress past barriers to opportunity or that proactively create new connections and opportunities for underserved communities that are underserved by transportation. <i>(Identify the relevant investments in the supporting narrative below.)</i>                                                |
|   | The Project includes new or improved walking, biking, and rolling access for individuals with disabilities, especially access that reverses the disproportional impacts of crashes on people of color and mitigates neighborhood bifurcation. <i>(Identify the new or improved access in the supporting narrative below.)</i>                                                                                                               |
|   | The Project includes new or improved freight access to underserved communities to increase access to goods and job opportunities for those underserved communities. <i>(Identify the new or improved access in the supporting narrative below.)</i>                                                                                                                                                                                         |
|   | The Recipient has taken other actions related to the Project to improve racial equity and reduce barriers to opportunity, as described in the supporting narrative below.                                                                                                                                                                                                                                                                   |
| X | The Recipient has not yet taken actions related to the Project to improve racial equity and reduce barriers to opportunity but intends to take relevant actions described in the supporting narrative below.                                                                                                                                                                                                                                |
|   | The Recipient has not taken actions related to the Project to improve racial equity and reduce barriers to opportunity and will not take those actions under this award.                                                                                                                                                                                                                                                                    |

### 2. Supporting Narrative.

Based on the USDOT’s Equitable Transportation Community (ETC) Explorer, 55% of census tracts of City of Columbus are designated as Historically Disadvantaged Communities Census Tracts.

City is committed to creating a more equitable and inclusive environment for all residents. As part of the action plan, we will consider several pedestrian projects that will connect underserved communities that will be vetted during the planning process.

Our transparent plan development process consists of leadership commitment and goal setting, a planning committee to oversee the plan development process, detailed technical analysis to identify trends and patterns, development of equitable strategies and projects, easily accessible plan and goal tracking tool in public domain.



We will supplement the technical analysis with an all-inclusive outreach program to reach everyone to obtain input for making the streets safer for all users. The programs will collaborate with both private stakeholders and the public at large in rounds of engagement opportunity to express their needs, opinions, and concerns.. An effort will be made to focus on equity to actively include traditionally underserved, transportation disadvantaged, minority and low-income communities in the outreach programs. Specifically, advertisement of the engagement opportunity is handled via multiple media types, sources, and locations to reach the largest amount of people, including those without internet or phone access.

Public outreach conducted during this time collects demographic data used to determine if the responses received are inclusive and reflect the community's makeup. If various demographic groups, particularly Environmental Justice populations or Historically Disadvantaged Communities (HDC), are underrepresented then additional outreach will be made. This includes the use of additional marketing, coordination with faith-based organizations that serve the HDC's, or the use of advertising and/or surveys at other businesses, locales, or places of importance to the community.

All modes of transportation used in the city will be equitably considered for safety improvements in the action plan, be it walking, bicycling or vehicular. An emphasis will be placed on providing safety improvements impartially to all communities.

**ATTACHMENT D**  
**CLIMATE CHANGE AND ENVIRONMENTAL JUSTICE IMPACTS**

**1. Consideration of Climate Change and Environmental Justice Impacts.**

The Recipient states that rows marked with “X” in the following table align with the application:

|   |                                                                                                                                                                                                                                                                                                                             |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | The Project directly supports a Local/Regional/State Climate Action Plan that results in lower greenhouse gas emissions. <i>(Identify the plan in the supporting narrative below.)</i>                                                                                                                                      |
|   | The Project directly supports a Local/Regional/State Equitable Development Plan that results in lower greenhouse gas emissions. <i>(Identify the plan in the supporting narrative below.)</i>                                                                                                                               |
|   | The Project directly supports a Local/Regional/State Energy Baseline Study that results in lower greenhouse gas emissions. <i>(Identify the plan in the supporting narrative below.)</i>                                                                                                                                    |
|   | The Recipient or a project partner used environmental justice tools, such as the EJScreen, to minimize adverse impacts of the Project on environmental justice communities. <i>(Identify the tool(s) in the supporting narrative below.)</i>                                                                                |
| X | The Project supports a modal shift in freight or passenger movement to reduce emissions or reduce induced travel demand. <i>(Describe that shift in the supporting narrative below.)</i>                                                                                                                                    |
|   | The Project utilizes demand management strategies to reduce congestion, induced travel demand, and greenhouse gas emissions. <i>(Describe those strategies in the supporting narrative below.)</i>                                                                                                                          |
|   | The Project incorporates electrification infrastructure, zero-emission vehicle infrastructure, or both. <i>(Describe the incorporated infrastructure in the supporting narrative below.)</i>                                                                                                                                |
|   | The Project supports the installation of electric vehicle charging stations. <i>(Describe that support in the supporting narrative below.)</i>                                                                                                                                                                              |
| X | The Project promotes energy efficiency. <i>(Describe how in the supporting narrative below.)</i>                                                                                                                                                                                                                            |
|   | The Project serves the renewable energy supply chain. <i>(Describe how in the supporting narrative below.)</i>                                                                                                                                                                                                              |
|   | The Project improves disaster preparedness and resiliency <i>(Describe how in the supporting narrative below.)</i>                                                                                                                                                                                                          |
|   | The Project avoids adverse environmental impacts to air or water quality, wetlands, and endangered species, such as through reduction in Clean Air Act criteria pollutants and greenhouse gases, improved stormwater management, or improved habitat connectivity. <i>(Describe how in the supporting narrative below.)</i> |
|   | The Project repairs existing dilapidated or idle infrastructure that is currently causing environmental harm. <i>(Describe that infrastructure in the supporting narrative below.)</i>                                                                                                                                      |
|   | The Project supports or incorporates the construction of energy- and location-efficient buildings. <i>(Describe how in the supporting narrative below.)</i>                                                                                                                                                                 |
|   | The Project includes recycling of materials, use of materials known to reduce or reverse carbon emissions, or both. <i>(Describe the materials in the supporting narrative below.)</i>                                                                                                                                      |

|   |                                                                                                                                                                                                 |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | The Recipient has taken other actions to consider climate change and environmental justice impacts of the Project, as described in the supporting narrative below.                              |
| X | The Recipient has not yet taken actions to consider climate change and environmental justice impacts of the Project but will take relevant actions described in the supporting narrative below. |
|   | The Recipient has not taken actions to consider climate change and environmental justice impacts of the Project and will not take those actions under this award.                               |

## 2. **Supporting Narrative.**

City of Columbus supports a modal shift in passenger movement to reduce emissions or induced travel demand. This project will involve planning sidewalks and trails. Sidewalks and trails support the reduction of emissions and vehicular travel demand by offering alternative forms of transportation such as walking and cycling. Walking and cycling promote energy efficiency and reduction of the use of fossil fuel or electric based forms of transportation.

Project will conduct a detailed analysis of identification of environmental justice communities within the city and then quantify the safety impacts of those communities versus the rest of the communities. The plan will then ensure that the projects and strategies identified in the plan are equitably spread across the entire city based on this analysis.

In addition to planning for sidewalks and trails, the safety Action Plan will also consider access management, road-diet and complete street policies that will promote travel efficiency and mode shift to non-motorized modes and will assist in developing an integrated multimodal transportation network that serves all users while reducing greenhouse gas emissions and promoting safety at the same time.

**ATTACHMENT E**  
**LABOR AND WORKFORCE**

**1. Efforts to Support Good-Paying Jobs and Strong Labor Standards**

The Recipient states that rows marked with “X” in the following table align with the application:

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | The Recipient demonstrate, to the full extent possible consistent with the law, an effort to create good-paying jobs with the free and fair choice to join a union and incorporation of high labor standards. <i>(Identify the relevant agreements and describe the scope of activities they cover in the supporting narrative below.)</i>                                                                                                                                                                                                                                                                                                                                                           |
| X | The Recipient or a project partner has adopted the use of local and economic hiring preferences in the overall delivery and implementation of the Project. <i>(Describe the relevant provisions in the supporting narrative below.)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|   | The Recipient or a project partner has adopted the use of registered apprenticeships in the overall delivery and implementation of the Project. <i>(Describe the use of registered apprenticeship in the supporting narrative below.)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   | The Recipient or a project partner will provide training and placement programs for underrepresented workers in the overall delivery and implementation of the Project. <i>(Describe the training programs in the supporting narrative below.)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|   | The Recipient or a project partner will support free and fair choice to join a union in the overall delivery and implementation of the Project by investing in workforce development services offered by labor-management training partnerships or setting expectations for contractors to develop labor-management training programs. <i>(Describe the workforce development services offered by labor-management training partnerships in the supporting narrative below.)</i>                                                                                                                                                                                                                     |
|   | The Recipient or a project partner will provide supportive services and cash assistance to address systemic barriers to employment to be able to participate and thrive in training and employment, including childcare, emergency cash assistance for items such as tools, work clothing, application fees and other costs of apprenticeship or required pre-employment training, transportation and travel to training and work sites, and services aimed at helping to retain underrepresented groups like mentoring, support groups, and peer networking. <i>(Describe the supportive services and/or cash assistance provided to trainees and employees in the supporting narrative below.)</i> |
|   | The Recipient or a project partner has documented agreements or ordinances in place to hire from certain workforce programs that serve underrepresented groups. <i>(Identify the relevant agreements and describe the scope of activities they cover in the supporting narrative below.)</i>                                                                                                                                                                                                                                                                                                                                                                                                         |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>The Recipient or a project partner participates in a State/Regional/Local comprehensive plan to promote equal opportunity, including removing barriers to hire and preventing harassment on work sites, and that plan demonstrates action to create an inclusive environment with a commitment to equal opportunity, including:</p> <ul style="list-style-type: none"> <li>a. affirmative efforts to remove barriers to equal employment opportunity above and beyond complying with Federal law;</li> <li>b. proactive partnerships with the U.S. Department of Labor's Office of Federal Contract Compliance Programs to promote compliance with EO 11246 Equal Employment Opportunity requirements and meet the requirements as outlined in the Notice of Funding Opportunity to make good faith efforts to meet the goals of 6.9 percent of construction project hours being performed by women and goals that vary based on geography for construction work hours and for work being performed by people of color;</li> <li>c. no discriminatory use of criminal background screens and affirmative steps to recruit and include those with former justice involvement, in accordance with the Fair Chance Act and equal opportunity requirements;</li> <li>d. efforts to prevent harassment based on race, color, religion, sex, sexual orientation, gender identity, and national origin;</li> <li>e. training on anti-harassment and third-party reporting procedures covering employees and contractors; and</li> <li>f. maintaining robust anti-retaliation measures covering employees and contractors.</li> </ul> <p><i>(Describe the equal opportunity plan in the supporting narrative below.)</i></p> |
|  | <p>The Recipient has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|  | <p>The Recipient has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the project, will take relevant actions described in the supporting narrative below.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|  | <p>The Recipient has not taken actions related to the Project to improving good-paying jobs and strong labor standards and will not take those actions under this award.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## 2. Supporting Narrative.

The city has adopted the use of local and economic hiring preferences in the overall delivery and implementation of the project. The city will make sure Davis Bacon wage rates are used on all projects throughout the city. This will ensure that the highest wages will be paid to workers on this project.

*City of Columbus*  
*Municipal Court Division*  
POST OFFICE BOX 1408  
COLUMBUS, MISSISSIPPI 39703

JUDGES  
Rhonda Hayes-Ellis  
Gary S. Goodwin



COURT ADMINISTRATOR  
Wendy Blunt

March 27, 2024

Mayor Gaskin  
City Councilman

Discuss/Approve request to hire one (1) full-time Bailiff for Municipal Court. The CFO informed me that there is \$26,790.40 (\$12.88/hourly) in the budget. I would have to change the name from Deputy Clerk to Bailiff.

Sincerely,

Wendy F. Blunt  
1501 Main Street  
P.O. Box 1408  
Columbus, MS 39703

# **CITY OF COLUMBUS**

## **Bank Depository Bid Results**

### **March 28, 2024**





CITY OF COLUMBUS  
DEPOSITORY BANK BID ANALYSIS

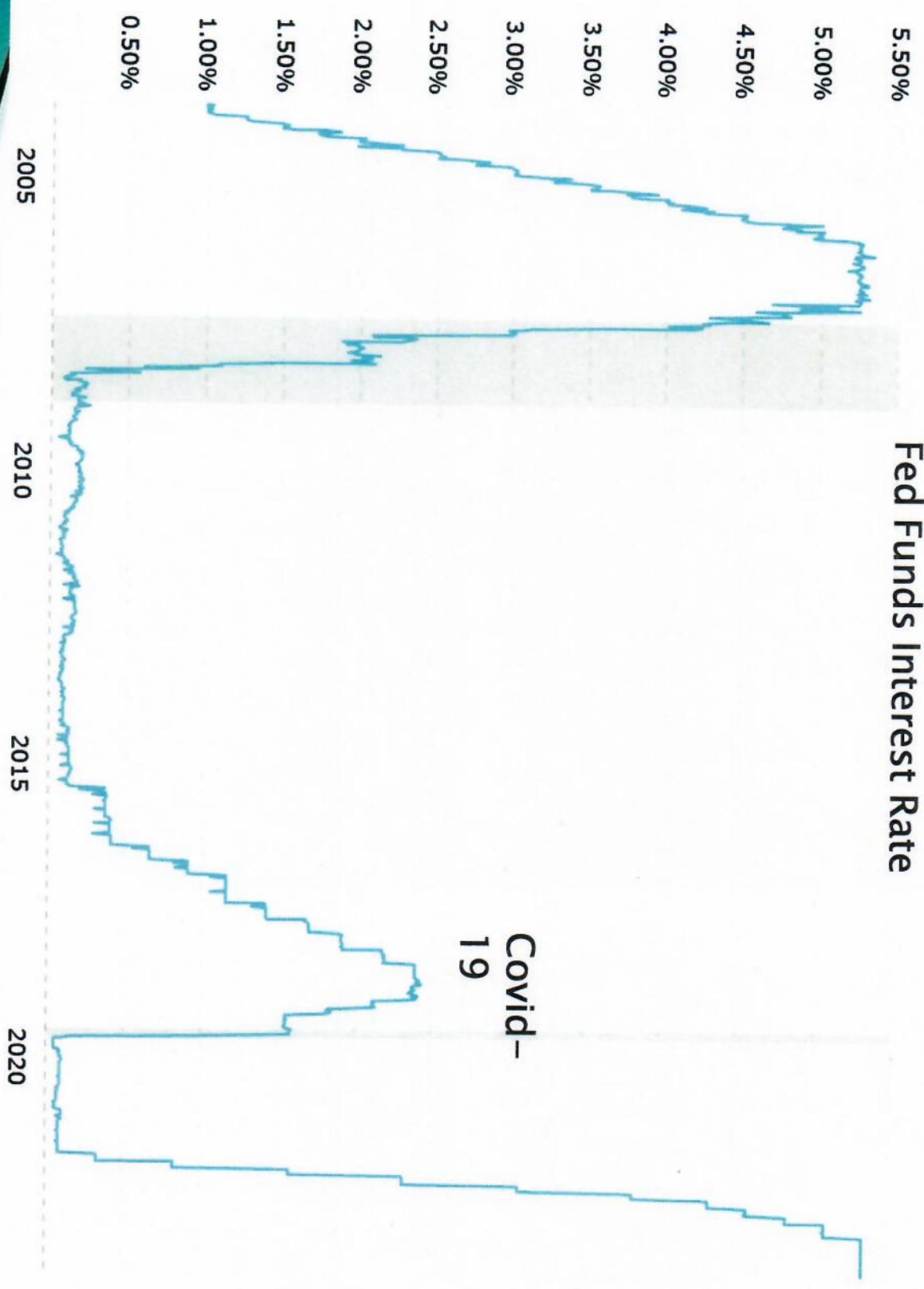
| NAME OF BANK              | Total Assets | Total Deposits | Total Loans | Columbus           |                    |                    | Direct        |           |                    | Estimated                            |              |                       | Savings In. Rate | Positive Pay | Financial Rating | Corp. Structure | Services Rating | Overall |
|---------------------------|--------------|----------------|-------------|--------------------|--------------------|--------------------|---------------|-----------|--------------------|--------------------------------------|--------------|-----------------------|------------------|--------------|------------------|-----------------|-----------------|---------|
|                           |              |                |             | Columbus Locations | Columbus Employees | 2022 Tax Liability | Stop Payments | Check Fee | Deposit Fee        | Internet Banking                     | Monthly Fees | Public Funds In. Rate |                  |              |                  |                 |                 |         |
| Regions Bank              | \$153.62 B   | \$126.2B       | \$95.545 B  | 3                  | 18                 | \$28,323.24        | \$20          | \$0.19    | \$0.18 Yes \$10/ac | \$0.004,00% Variable<br>3.50% Fixed  | Yes          | 10                    | 10               | 10           | 10               |                 |                 |         |
| Cadence Bank              | \$48.5 B     | \$38.3 B       | \$32.5 B    | 2                  | 55                 |                    | \$20          | \$0.19    | \$0.18 Yes \$24/ac | \$1,5004.83% Variable<br>3.05% Fixed | Yes          | 8                     | 9                | 10           | 9                |                 |                 |         |
| Commerce Bank             | 31.88 B      | 25.4 B         | 17.2 B      | 2                  | 10                 | \$21,912.83        | \$0           | \$0.19    | 0 Yes              | \$04.58% Variable<br>3.65% Fixed     | Yes          | 7                     | 8                | 8            | 7.7              |                 |                 |         |
| \$25 Million Simulation   |              |                |             |                    |                    |                    |               |           |                    |                                      |              |                       |                  |              |                  |                 |                 |         |
| Savings -\$1,500,000      |              |                |             |                    |                    |                    |               |           |                    |                                      |              |                       |                  |              |                  |                 |                 |         |
| Public Funds \$23,500,000 |              |                |             |                    |                    |                    |               |           |                    |                                      |              |                       |                  |              |                  |                 |                 |         |
| Regions Bank Net Benefit  |              |                |             |                    |                    |                    |               |           | Variable           | 0                                    | 987,000      | 60,000                | 1,047,000        |              |                  |                 |                 |         |
|                           |              |                |             |                    |                    |                    |               |           | Fixed              | 0                                    | 822,500      | 52,500                | 875,000          |              |                  |                 |                 |         |
| Cadence Net Benefit       |              |                |             |                    |                    |                    |               |           | Variable           | -1,500                               | 1136050      | 72450                 | 1,206,000        |              |                  |                 |                 |         |
|                           |              |                |             |                    |                    |                    |               |           | Fixed              | -1,500                               | 716,750      | 45,750                | 761,000          |              |                  |                 |                 |         |
| Commerce Bank Net Benefit |              |                |             |                    |                    |                    |               |           | Variable           | 0                                    | 1,076,300    | 68,700                | 1,145,000        |              |                  |                 |                 |         |
|                           |              |                |             |                    |                    |                    |               |           | Fixed              | 0                                    | 857,750      | 54,750                | 912,500          |              |                  |                 |                 |         |

That said, variable-rate accounts are riskier than fixed-rate ones. You never know where the market may head, so your earnings could decrease if rates drop. With a fixed-rate account, you know precisely how much you'll earn, making it a better choice for investors who value reliability over earning potential.

0



# Fed Funds Interest Rate



Covid-19

# New Interest Proposal

Asked each bank to consider a variable interest rate with a fixed interest rate floor –

- ▶ Region Bank – A floating rate of 75% ( $5.33\% \times .75 = 4\%$ ) of the Fed's Fund rate with a fixed rate of 3.5%
- ▶ Cadence Bank – A floating rate of the Fed Funds rate minus 50 bps ( $5.33\% - .50 = 4.83\%$ ) with a floor of 2.50%
- ▶ Commerce Bank – A floating rate of Fed Funds rate minus 100 bps ( $5.33\% - 1.00 = 4.33\%$ ) with a floor of 2.75%.



# Financial Impact @ 5.33%

\$25 Million Simulation –

- ▶ Regions Bank – \$1,000,000 annually
- ▶ Cadence Bank – \$1,207,500 annually
- ▶ Commerce Bank – \$1,082,500 annually



# Financial Impact @ <2.5%

- ▶ \$25 Million Simulation –
- ▶ Regions Bank – \$875,000
- ▶ Cadence Bank – \$625,000
- ▶ Commerce Bank – \$687,500





## Consensus Projected Fed Funds Interest Rates

| <u>Year</u>  | <u>Rate</u> | <u>Regions</u>     | <u>Cadence</u>     | <u>Commerce</u>    |
|--------------|-------------|--------------------|--------------------|--------------------|
| 2024         | 4.5%        | \$875,000          | \$1,000,000        | \$875,000          |
| 2025         | 3.75%       | \$875,000          | \$ 812,500         | \$687,500          |
| 2026         | 3.00%       | \$875,000          | \$ 625,000         | \$687,500          |
| 2027         | 2.50%       | \$875,000          | \$ 625,000         | \$687,500          |
| 2028         | 2.00%       | <u>\$875,000</u>   | <u>\$ 625,000</u>  | <u>\$687,500</u>   |
| <u>Total</u> |             | <u>\$4,375,000</u> | <u>\$3,687,500</u> | <u>\$3,625,000</u> |



**Advanced Air Systems, L.L.C.**  
**P.O. Box 2226**  
**1116 Pridmore Drive**  
**Columbus, Mississippi 39702**  
**Phone: (662) 713-1122**  
**Fax: (662) 713-1123**  
**Cell: (662) 889-2096**

**Proposal: Columbus Public Library**

**Date: March 13, 2024**  
**Job: 15 ton unit**  
**Phone:**  
**Fax:**

**This proposal includes the following:**

To replace a 15 ton gas/electric rooftop unit with Trane model GCC180A3ELA1DQY, a foundation series unit. Price includes a one year parts warranty and a five year compressor warranty. A 3 ½ % Mississippi contractor's tax is included-----\$24,477.75

**Notes:**

Respectfully submitted,

\_\_\_\_\_  
George Fazekas, Manager

Acceptance

\_\_\_\_\_  
Owner/Contractor

# PROPOSAL



*Triangle*

Air & Electric, Inc.

P. O. Box 1093

Columbus, MS 39703-1093

(662) 327-8675

**DATE:** 3-14-24

**TO:** COLUMBUS PUBLIC LIBRARY

**PROJECT TITLE:** HVAC

**PROJECT DESCRIPTION:** 15T GAS PACK

**MATERIAL AND LABOR TO REMOVE AND REPLACE 15T ROOF MOUNTED GAS PACKAGE  
UNIT M# GCC180**

**\$25,350.00**



**1119 Pridmore Drive • Columbus MS 39702 • (662) 328-0290**

---

Date: March 13, 2024

To: Columbus Public Library

Job: Library 15 ton Unit

Replace 15 ton rooftop unit at Library.....\$26,946.00

Includes one year parts warranty.

*Quote good for 30 days.*

*Certificate of Responsibility # 4764*

*Execution of this bid is contingent upon the issuance of a mutually acceptable purchase order.*

Submitted by,

Lynn Robinson



## ESTIMATE

### S&S Landscaping / S&S Cleaning Services

4330 HWY 12 East  
Steens, MS 39766  
(662) 574-9811

S&S  
LANDSCAPING  
& NURSERY



To:  
City of Columbus (Jammie Garrett)  
Post Office Box 1408  
Columbus , MS 39703

|                     |                    |
|---------------------|--------------------|
| Estimate #          | 8781               |
| Estimate Date       | 03/05/2024         |
| <b>Total Amount</b> | <b>\$99,000.00</b> |

m: 6623861728

| Item                           | Quantity | Price      | Tax1 | Tax2 | Line Total  |
|--------------------------------|----------|------------|------|------|-------------|
| Grass Cutting/HWY interchanges | 12.0     | \$8,250.00 |      |      | \$99,000.00 |

|                      |                    |
|----------------------|--------------------|
| Subtotal:            | \$99,000.00        |
| Tax:                 | \$0.00             |
| Past Due Amount:     | \$0.00             |
| <b>Total Amount:</b> | <b>\$99,000.00</b> |

#### Notes

#### Service Description

Contract for the City of Columbus Highway 82 Interchanges: 5 Interchanges in total to encompass approximately 110 acres beginning July 10, 2024 and ending July 10, 2026.

Service to include:

- Bush-hogging overgrown areas
- Weed eating ditches
- Weed/spray treatment of rip rap, signposts, light poles, etc.
- Mowing
- Trash pick-up and removal

# **Interim Information Technology Director Agreement**

## **1. Parties**

This **Interim IT Director Agreement** (the “Agreement”) is entered into between:

**City of Columbus, MS and Gregory Drake, of Interel Technologies, LLC**

## **2. Term and Scope of Engagement**

- A. The Company hereby engages the Director as an **Interim IT Director** for a period determined by the hiring process, commencing on April 3, 2024 and ending when the position is filled.
- B. The Director agrees to provide interim IT leadership and management services during this period.

## **3. Responsibilities**

- A. The Director’s responsibilities shall include, but are not limited to:
  - Overseeing IT operations, systems, and infrastructure.
  - Managing IT staff and projects.
  - Ensuring compliance with security protocols.
  - Collaborating with other departments to align IT strategies with business goals.

## **4. Compensation and Benefits**

- A. The Director shall be compensated at a rate of **\$6,698** per month billed biweekly at **\$3349**.

## **5. Confidentiality**

- A. The Director agrees to maintain strict confidentiality regarding all information the City of Columbus.

## **6. Termination**

- A. Either party may terminate this Agreement with 30 day written notice.

## **7. Governing Law**

- A. This Agreement shall be governed by the laws of the State of Mississippi.