



Kingman Fire Department 2016-2021 Strategic Plan



STRATEGIC PLAN 2016-2021



Kingman Fire Department

Office of the Fire Chief

On behalf of the Kingman Fire Department, I am honored to present the department's first ever strategic plan. We recognize that as an organization if we desire to provide outstanding service and aspire to meet our goals for performance we must plot a path to do so. The culmination of this plan is the result of the hard work and dedication of the members of the fire department and specifically the Strategic Planning Committee. Each volunteers their time, energy, and talents to create the road map towards the department future.

It has been said, "Failure to plan is planning to fail." This document represents the vision of the Kingman Fire Department and our commitment to success as well as our commitment to plan. This document charts our course through the year 2021 by outlining strategic initiatives necessary to more effectively deploy resources, protect the health and wellness of our community and firefighters, and to increase outreach efforts on our community in ways never before imagined.

Take special notice of our established vision, mission, and values. These guiding statements about our organization are an excellent reflection of the Kingman Fire Department, its outstanding employees, and our dedication to the city of Kingman.

Our Strategic Plan is a living document and its publication is not the end of the story. Through an ongoing process of review and implementation that will include members from all workgroups and ranks in our organization. Work on realizing the ideas contained in this document will continue over the coming years.

It is our intent to be a Commission on Fire Accreditation International (CFAI) accredited agency – a goal at the heart of this plan. Accreditation reassures the community we serve and ultimately protect their interest and the investment in the services that we provide through the professional manner in which we carry it out. The accreditation process also serves to help us identify areas in need of improvement through a comprehensive self-assessment process and rigorous external review of our capabilities and practices.

The accreditation process correlates with our efforts to reduce our current ISO Class 4 rating and creates the environment to evaluate the feasibility of a rating improvement. The department is focused on these objectives as they are the "Gold" Standard for service delivery and demonstrate to the community and city leadership the excellence that is delivered by its fire department.

This plan was written during a time of change, and has been designed to provide guidance while allowing for ongoing flexibility and adaptation as conditions change. While we know the major issues and challenges we will continue to face, we do not assume to know specifically when and how they will manifest. Many actions or decisions throughout this document are dependent on particular "triggers," or changes in the environment, that would cause us to respond.

We have all begun to feel the increased demands and commitment that attaining lofty goals and continuous improvement will require. I believe our personnel are up to the challenge and are motivated and encouraged by our significant accomplishments to date. The prospect of becoming an organization with even higher reliability, which provides even more public value than we do today – to truly be one of the best of the best –, is the opportunity which lies before us. I am confident that the members of this great organization will embrace the challenges contained in this plan, and that we will be successful in seeing this vision through; over the next five years.

Our thanks go out to the many individuals from our organization that helped to develop this plan, and to those who will make the goals described in these pages a reality.

I hope you find our strategic plan both insightful and informative. We will be revisiting it annually and providing status re-

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ports in a variety of forms and on a regular basis as we continue to adjust to our ever-changing mission and level of service expectations. Through an ongoing process of review and implementation that will include members from all workgroups and ranks in our organization, working on realizing the ideas contained in this document will continue over the coming years.

As with all plans, the only way it will work is if we all embrace the plan and work together to achieve the mission. The first step was writing the plan. The next step will be applying the actions necessary to achieve the outcomes. The work group considers this the first version of the plan. It is a dynamic document that will go through many versions prior to meeting the mission. As new ideas are identified and old ones become unworkable, the plan will be revised.

The strategic plan, in conjunction with the accreditation process, is intended to be the framework for our future. Thank you for the continued support and the privilege of serving as Fire Chief of the Kingman Fire Department.

In Service,

A handwritten signature in blue ink, appearing to read 'Jake Rhoades'.

Chief Jake Rhoades



**KINGMAN FIRE DEPARTMENT STRATEGIC PLAN
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EXECUTIVE SUMMARY

The Strategic Planning process was more than just the development of a document. It challenged the membership of the Kingman Fire Department to look critically at paradigms, values, philosophies, beliefs, and desires. It challenged individuals to work in the best interest of the “team” and emphasized the organization’s “family.” In addition, it provided the members with an opportunity to participate in the development of their organization’s long-term direction and focus.

The Kingman Fire Department Strategic Plan summarizes the department’s key strategic initiatives and objectives for the next five years, 2016 - 2021. The department has not had a strategic plan previously and department leadership believed it was critical to the success of the organization to implement a strategic plan for short and long term successes. The strategic initiatives and objectives contained in this plan will help guide the department in continuing efforts to satisfy the mission statement and providing core services to the community.

The strategic initiatives and objectives contained in this plan are items that the department has identified as important, but with the understanding that it is not a budget document. Financial constraints over the past several years have restricted and even eliminated some services formerly provided by the department. These strategic initiatives and objectives were developed in spite of this fact with the idea that the department will explore new and creative ways to implement them.

A constantly changing economic and political climate may drive the need to change direction and adjust strategic initiatives accordingly. This strategic plan will be reviewed annually to document progress and discuss relevance to the level of service, the level of service provided to the community, and changes in leadership principles and philosophy necessary to make the plan a reality.

The resultant plan contains specific initiatives tailored to the local situations that are implementable as part of an applied plan as well as an assessment of our current situation. We identified specific areas that are working well, where improvements are needed, and what new resources are needed to implement the recommendations. The initiatives take into account the Fire Department’s ability to implement them.

The plan sets forth a continuous improvement model that establishes a road map for the next five (5) years; 2016-2021.

The major strategic initiative of the plan focuses upon the following five areas:

1. Organizational Service Improvement
2. Professional Development
3. Employee Safety, Health, and Survival
4. Community Enhancement
5. Leading the Fire Service

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PLANNING METHODOLOGY

In order for any organization to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, will have the best chance of meeting the needs of the community and achieving its goals. The planning process that the members of the Kingman Fire Department have undertaken has served to refresh the organization's commitment to excellence and set the path to our future success.

Furthermore, the planning process provides the membership with an opportunity to have a voice in the development of the organization's long-term direction and future focus.

The fire service as a whole has found themselves in a very competitive time. Our nation's fire service is continually being challenged to be more efficient with fewer resources while maintaining their effectiveness and the Kingman Fire Department is no exception. Public expectations are increasing while financial and other resources are decreasing. Impacts are being felt across the nation as the effectiveness of our public safety systems strain against the pressure on a local level.

With these issues in mind, department members need to have a clear understanding of the organization's direction. In order to make more efficient use of available resources, the department must set goals and objectives based on resource availability as well as service limitations in order to maintain the protection of the community and its citizens while ensuring the safety of its firefighters.

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ORGANIZATIONAL BACKGROUND

The city of Kingman, Arizona is the county seat for the Mohave County which is located in the northwestern corner of the state. According to the 2010 census, the population of the city is 28,068. The nearby communities of Butler and Golden Valley bring the Kingman area total population to over 66,000. Kingman is governed by a council-manager form of government which consists of the Mayor, six (6) member City Council, and the City Manager.

The Kingman Fire Department was formed on September 22, 1921. The department serves 35.3 square miles with 841 average residents per square mile. The department works cooperatively with surrounding fire districts through the Arizona State Mutual Aid Compact as well as individual's mutual aid and automatic aid agreements that remain in place for necessary service provisions. The fire districts surrounding the city of Kingman include Northern Arizona Consolidated Fire District, Golden Valley Fire District, Pinon Pines Fire District, Pine Lakes Fire District, and Lake Mohave Ranchos Fire District.

Kingman has passenger rail service at its train station. It is served by the Amtrak Southwest Chief route, with daily service between Los Angeles and Chicago. Kingman also is located on the Southern Trans-con route of the BNSF Railway. This is the main transcontinental route between Los Angeles and Chicago, and carries 100 to 150 freight trains per day. In addition, the city of Kingman lies at a major crossroads of major highways including Interstate 40, U.S. Route 93, and Arizona State Route 66.



Kingman is known as The Heart of Historic Route 66 because the longest remaining preserved stretch of the famous all-American road, Route 66, runs through downtown. However, that is not all there is to Kingman. It is situated in the Hualapai Valley between the Cerbat and Hualapai Mountain Ranges. The surrounding terrain lends itself to exploration and the location of Kingman makes it a good stopping place to see the town and to see the surrounding sites and destinations.

Kingman is a mining and ranching center that is presently experiencing a growth spurt along with many other areas of Arizona. Also experiencing a growth spurt is the Kingman Fire Department. The Kingman Fire Department traces its roots to the post World War I era, long before Kingman was incorporated. As a result of the progressive thinking of a group of young men returning from World War I, the American Legion Post #14 was formed. One of this group's main goals was to establish an organized fire department to protect the community. At a public meeting held September 22, 1921, the Mohave County Board of Supervisors approved a plan to organize a fire department.

The Kingman Fire District was formed and 25 men were designated and elected to become members of the newly organized fire department. The department held its first meeting on October 6, 1921 and established an operation budget of \$10,000.00.

On July 5, 1973, Kingman was the site of a catastrophic BLEVE (Boiling Liquid Expanding Vapor Explosion) which killed 11 firefighters. The explosion occurred following a fire that broke out as propane was being transferred from a railroad car to a storage tank. This explosion has become a classic incident studied in fire department training programs worldwide.

Currently, the Kingman Fire Department has four stations and plans to expand a fifth. It also employs 65 members and 12 dispatchers. In the last year, we have started to lay a foundation for the future with the reimagining of standard operating pro-



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cedures and the establishment of mission, vision, and values. The focus on continuous improvement will make the emergency response more efficient, more effective, and more importantly safer for both the community and its firefighters.

As the city develops and service gaps are identified, the expansion of the fire department will be necessary with the relocation of Fire Station 2 and its training grounds as well as the addition of Fire Station 5. Each of these will increase the level of service but also ensure that we are meeting the established performance objectives for response capabilities.

The department also has a rejuvenated emphasis on training. The Paradox of Training states “As the fire service does a better job in preventing fires and other emergencies, the less proficient firefighters become. Basic skills must be practiced and refreshed. This paradox accelerates the need for training in order to provide superior services in the community.” The department’s focus on a comprehensive training program for all members and all disciplines will focus on all levels of the agency from skills and specialized training to officer development; the department is taking its future into its own hands.

The changes in response models, emphasis on training, and continuation of current practices not only provide obvious benefits but will also yield long-term results in the decrease in Insurance Service Office (ISO) ratings and the pursuit of accreditation through the Council on Fire Accreditation International (CFAI). The department is focused on these objectives as they are the “Gold” Standards for service delivery and demonstrate to the community and city leadership the excellence that is delivered by the Kingman Fire Department.

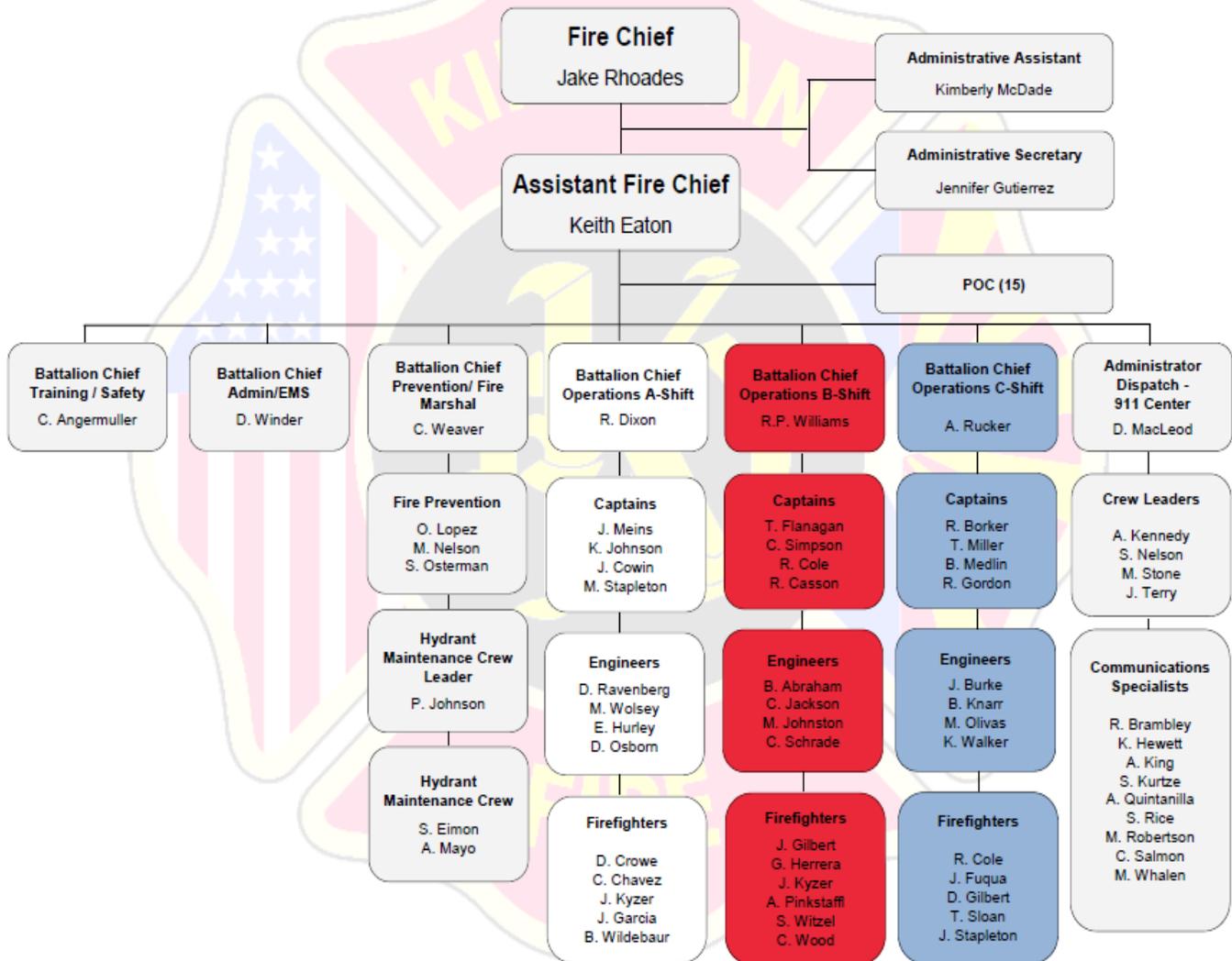


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City of Kingman Fire Department Organizational Chart





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CHANGING THE SERVICE MODEL

Since the 2010 Census, the population has experienced a steady increase in population of nearly 1000 residents representing a 2.9% increase. However, this increase does not compare to the increase in call volume during the same period of time. During the last five years, the Kingman Fire Department's number of calls has increased from 8425 to 9609 which represents a 14.05% increase in the number of calls. The total incident responses also increased a total of 31.76% during this same period of time accounting for 1,832 calls.

This increase poses several problems for the department that result in decreased level of service to the community. The first of which is the fact that Fire Station 2 accounts for 42% of all calls for the city of Kingman at 3065. However, the response district protected by Fire Station 2 is often left unprotected due to call volume and as a result, other companies must respond from their respective fire stations. This response system leads to increased travel times due to the increased unavailability of personnel.

The second critical issue affecting the level of service is the development of properties and corresponding increase in population in districts 2A and 5 also known as the "East Bench." These areas have also experienced an increase in call volume since 2010 of 60.52% due to lack of a Fire Station in these districts. Response to these areas must be accomplished through Fire Station 4, Fire Station 2, and Fire Station 3. However, as can be predicted travel times to these areas is grossly deficient with an average response time of 6:11 which means the department is failing to meet its established benchmark in accordance with NFPA 1710 nearly 82% of the time or 200 calls. This area is viewed as fast growing and the future sight of Kingman Crossing with commercial and retail development. The increase in density and 24/7 nature of this population creates particular challenges and demands for fire, emergency medical, and emergency management services.

Population and development expanding into other areas will require adaptations in the department's facilities and staffing. While continued future growth is likely, it is difficult to predict at what rate it will occur for the service area overall and impossible to estimate for particular commercial developments and area of service through annexation potentials.

This plan makes no such assumptions, but establishes trigger points and performance measures that will indicate when changes are becoming necessary, allowing the Department sufficient time to adapt in anticipation of new concentrations of population density and related demands for services. The time has come and the department must adapt its business model to meet its mission and level of service.

These changes have clear implications for the Department's operational practices, staffing, training, and communications systems including 9-11 services. Changes in our communities' demographic makeup and the success of fire prevention efforts are also contributing to a shift in the nature of the calls we receive. Strengthened building codes and other fire prevention efforts will contribute to reducing the number of fires and suppression calls per 1,000 populations that have so dramatically increased over the past decade.

Fueled by an aging and diverse population, calls for emergency medical services have increased constituting 74.46% of call volume in 2015. This trend is being experienced by communities across the country, has an impact on the way we train, equip, and otherwise prepare our personnel for duty, and will be a continued area of innovation and response models to include partnerships that are becoming the norm in today's fire service instead of the exception.

It is important to note that the Department's current facilities and staffing models are deficient in the context of the service

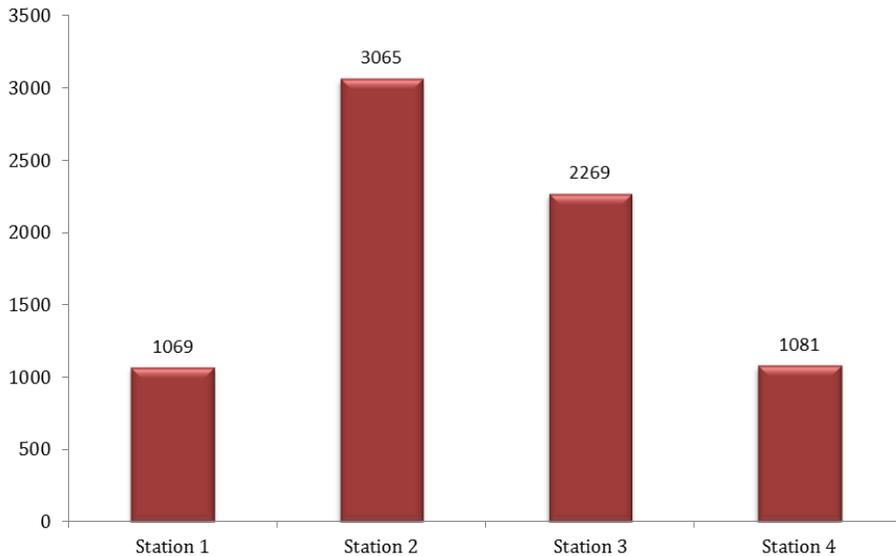
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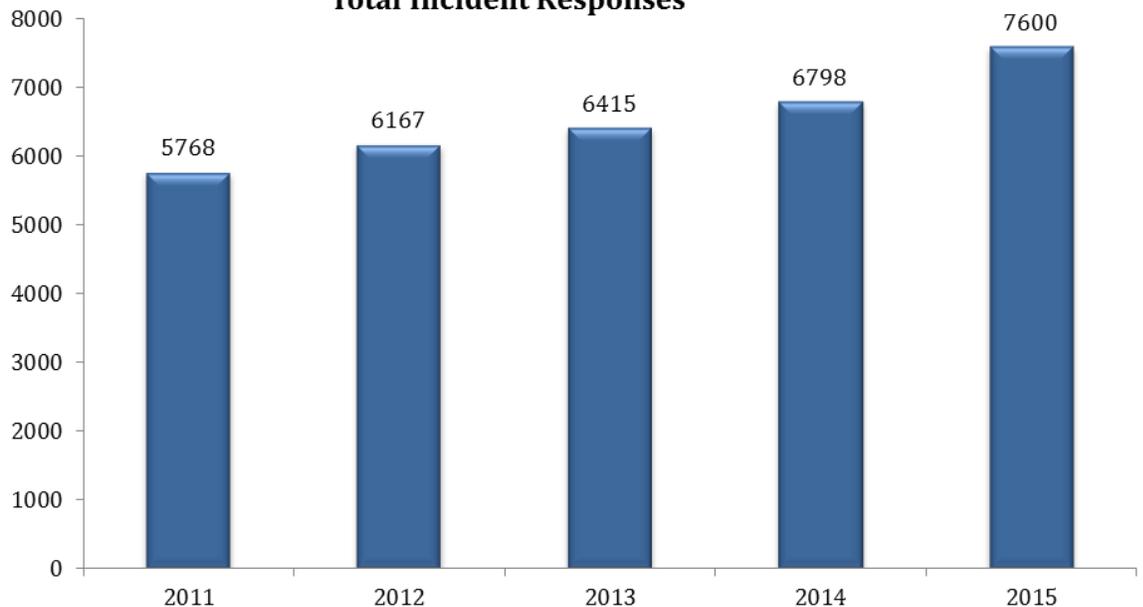
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delivery for the city of Kingman. Fire personnel are well-positioned to respond quickly and effectively to both fire and emergency medical incidents however, given the preceding information, it is clear to see that the future holds changes in response that the department has not previously deployed. We are proud of the service that our firefighters provide and believe strongly that new service models will make the most sense for our community, with opportunities to continue to improve and innovate always being considered.

Number of Incidents by Station



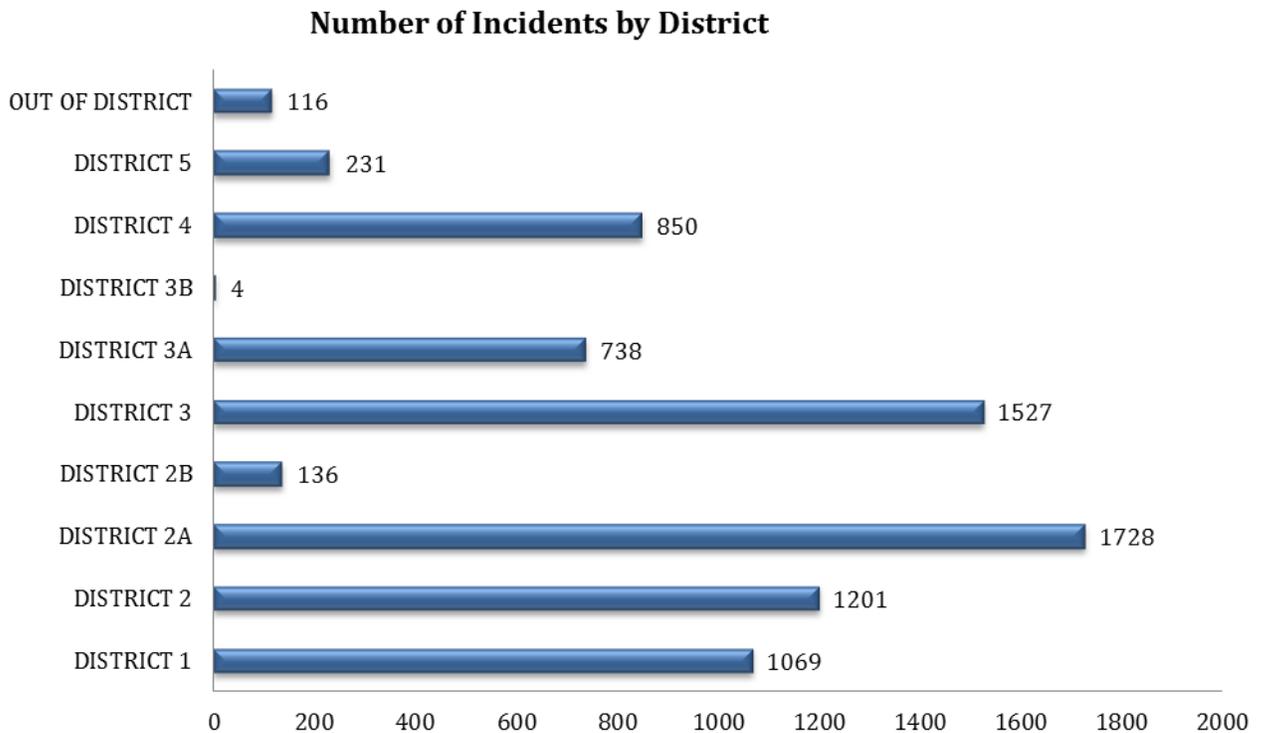
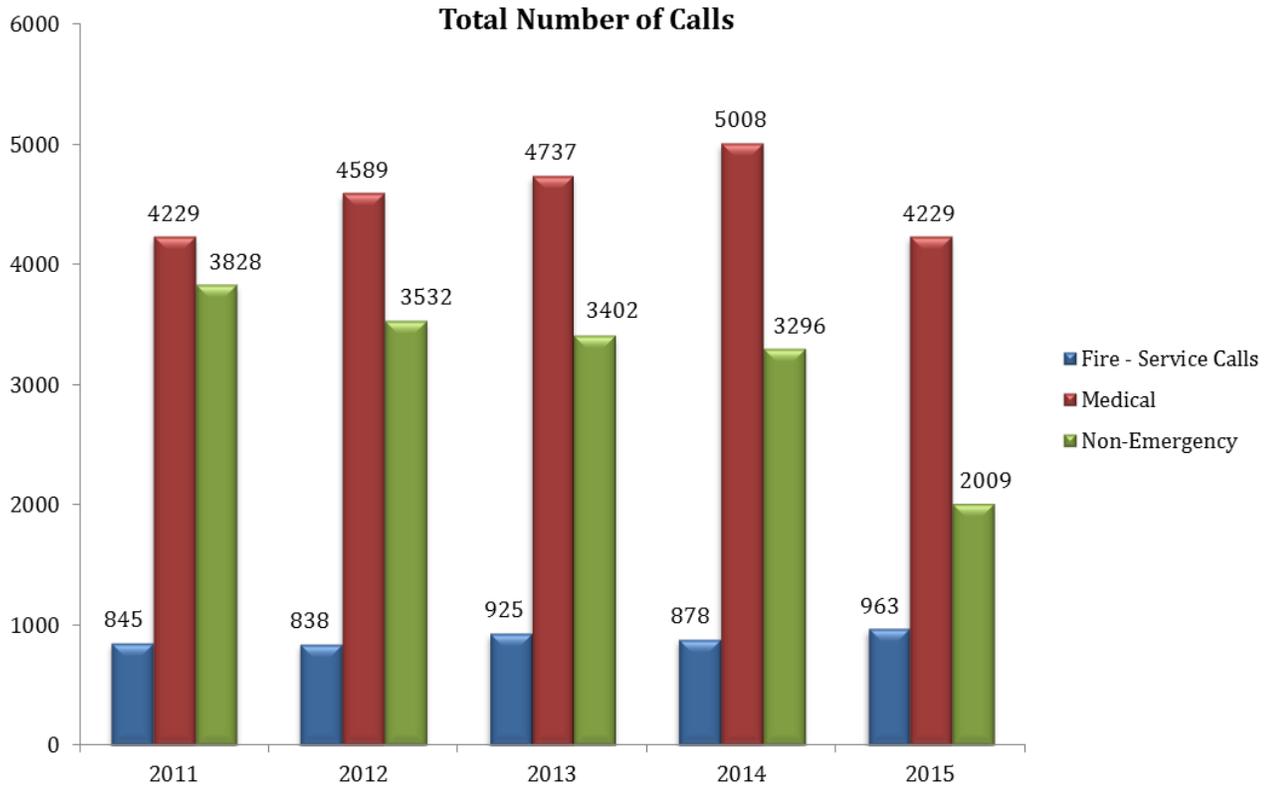
Total Incident Responses



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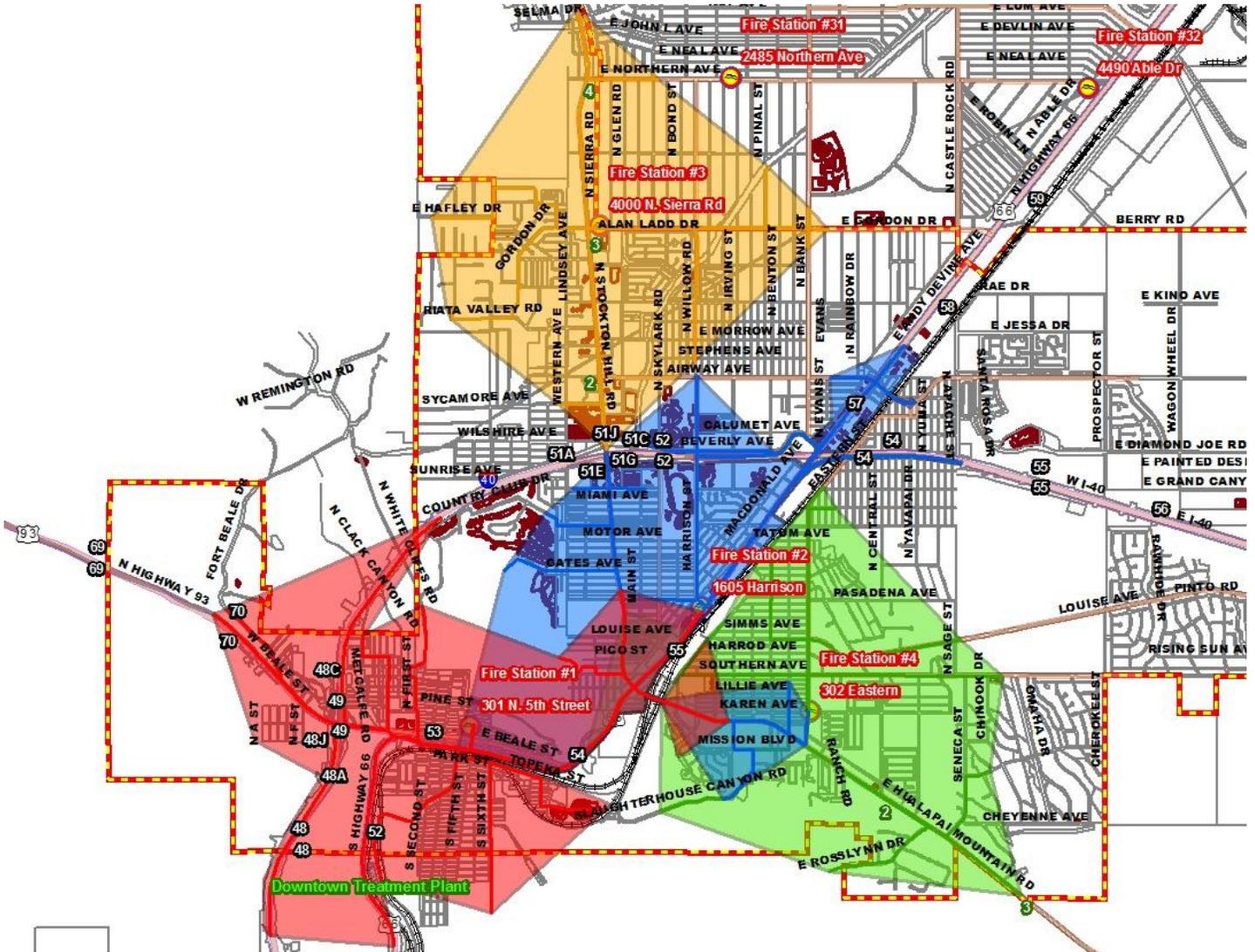
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MANAGING THE PLAN

This Plan identifies the most significant issues and opportunities facing the Kingman Fire Department today and establishes the foundation for the Department's response. Every action and investment contained in this document is important to protecting the safety, well-being, and prosperity of our community.

The Department has the capacity to advance all the action items contained in the Plan, allocating existing resources when possible, and requesting additional resources when necessary.

Given the fluid nature of our operating environment and the need to continue to be flexible and adaptive, adoption of this Plan does not mark the end of discussion and decision making. This document identifies decision points that will be evaluated when key indicators are seen in the environment or when our performance tracking indicates change is necessary. When our service area's population grows beyond the ability of the Department to continue to perform according to specified standards, for example, changes in staffing and facilities may be necessary. This Plan identifies those decision points, triggers, or indicators, but does not specify when they are likely to be reached or lock in plans for tactical implementation. The ongoing process of monitoring the need for change and adapting when appropriate given changes in our environment is illustrated in the established Strategic Initiatives. The contents of this plan describe our commitment to publish and document the Department's performance.

This plan will be shared broadly with internal and external audiences, ensuring that we continue to operate in a transparent fashion, fully accountable for our successes and our shortcomings. As part of this process, we will conduct surveys of Fire Department staff every year and community residents every two years as a number of the performance measures throughout this document rely on regular updates of these instruments.

PERFORMANCE MANAGEMENT

Successful strategic planning requires continual review of actual accomplishments in comparison with the plan. Periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.

If you don't measure the results of your plan, you can't tell success from failure. If you can't see success, you can't reward it. If you can't reward success, you're probably rewarding failure. If you can't see success, you can't learn from it. If you can't recognize failure, you can't correct it. If you can demonstrate results, you can win public support.

The success of the strategic planning process relies not only on community involvement, but measurement of the goals completed and performance achieved. Performance is measured both quantitatively and qualitatively. The KFD strives to set realistic and measurable goals for its various strategic plan components. The measurement tools used by the Kingman Fire Department include the following:

- Daily Dispatch Shift Performance Analysis
- Monthly Performance Report
- Yearly Activity Report
- Annual Strategic Planning Review Documents
- Annual Strategic Planning Steering Sessions
- Annual Compliance Report

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At the time of developing the 2016 – 2021 Kingman Fire Department Strategic Plan, the following measurements were in the process of being developed to ensure the organization remains focused on the assessment of progress toward achieving improved output

- Utstein Template Cardiac Arrest*
- Fall Patient Assessment*
- Drug Assisted Intubation Report*
- CPSE Accreditation Annual Compliance Report*

Measuring performance and outputs is not only quantitative but also requires qualitative analysis. The Kingman Fire Department realizes the importance of member input on the evaluation of the organizations performance and solicits feedback through a variety of ways including formally established meetings and committee processes

- Monthly Meeting of Command Staff
- Quarterly meetings of the Strategic Steering Committee
- Quarterly meetings of the EMS Advisory Committee
- Bi-Monthly meetings of the Training Committee
- Quarterly meetings of the Labor Management Committee
- Quarterly Physical Resource Analysis
- Annual Resource Review

COMMUNITY-DRIVEN STRATEGIC PLANNING PROCESS

In order to be a successful organization, the department realizes that community involvement is paramount to the strategic plan. Providing the level of service to the community that is expected while ensuring customer service on all levels begins well before any emergency and starts with opportunities to interact and listen to the needs of the community.

A "community-driven organization" is defined as one that maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.

The Kingman Fire Department is an integral part of a tight knit, family oriented community. Many of the members of the department have grown up within the community and interact with the community members who also live, work, and travel to the city. These same members often see the most opportunities for growth and improvement within the organization are also vital components of the planning process because of their connection with the community members.

The department has created a five-year strategic plan, using community involvement, and will review it on an annual basis. The annual reviews are conducted using representatives from all shifts and command staff to review the progression of the plan. In addition, members of the community are utilized to review the level of service provided as well as the focus of the department to ensure that the needs of the community are being met on all levels. This annual "strategic session" helps to keep the document relevant and current during its five-year cycle of implementation.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going while ensuring transparency and communication throughout.

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This communication forum ensures another opportunity for voices to be heard and responses to occur for the continuous improvement of the department on an on-going basis.

The plan will be consulted on a regular basis and assist department leadership in measuring success, performance, and outcome. Quarterly performance reports shall be produced and published displaying the status of the strategic initiatives within the plan for all stakeholders. Implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's operations.

Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

ACKNOWLEDGEMENTS

The 2016-2021 Strategic Plan is a product of the hard work and diligence of the men and women of Kingman Fire. By design it will ensure the future success of the Department by strategically mapping to key resource allocations, personnel acquisitions, program implementation, and process management. The goal of the strategic plan is to provide the necessary medium to display the vision, development, and implementation of philosophies necessary to meet and exceed the expectation of Kingman's citizens, city leaders and the members of the Kingman Fire Department.

The Strategic Plan included representatives from all shifts and department functions who helped shape and create a common set of values, mission statement and vision statement for the department. This process serves to cultivate ideas, challenges, and needs as well as validate the direction and service model employed for the city of Kingman and its surrounding areas. The process allows the membership to have "buy-in" and a forum for discussion of the department's long-term purpose and direction.

The following individuals provided support for the creation of this document and are responsible for the content contained within. The plan reflects a strong commitment to providing the very best service possible to the city's residents and visitors, as well as the fire department personnel who serve them.

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The members listed below deserve high praise for their dedication for their efforts on March 3, 2016 in the development of the Kingman Fire Department 2016-2021 Strategic Plan.

STRATEGIC PLANNING TEAM

Fire Chief, Jake Rhoades

Assistant Chief, Keith Eaton

Captain Chris Simpson

Battalion Chief Chris Angermuller

Battalion Chief Dan Winder

Captain Rink Gordon

Captain Joe Cowin

Firefighter, Dustin Osborne

Battalion Chief Roger Dixon

Firefighter Genaro Herrera

Captain Tom Flanagan

Firefighter Brian Knarr

Engineer Curt Schrade

Battalion Chief Andrew Rucker

Engineer David Ravenburg

Battalion Chief Chris Weaver

Battalion Chief Porter Williams

Communications Crew Leader Amy Kennedy

Communications Administrator DeAnn Macleod





PARTICIPATION

Development of the Kingman Fire Department Strategic Plan started in March 2016 utilizing members of the department to develop strategic initiatives and objectives for the future of the agency. Once the strategic initiatives and objectives were established, the department invited stakeholders from the community and city leaders to provide input on the strategic plan as well as solicit feedback on the department's level of service, community expectations, concerns, and other comments about the department.

During the Community-Driven Strategic Planning Process, specific steps were followed to ensure that all participants were provided an overview of the department and its services while ensuring that feedback was obtained that could be employed directly into the strategic planning process for the departments five (5) year plan.

The specific steps of the process include the following:

1. Display an overview of the Kingman Fire Department.
2. Define the service levels provided to the community.
3. Review the departments established Mission Statement.
4. Review the Values of the organization's membership.
5. Review the vision of the organization focusing on the level of service provided to the community.
6. Analyze established initiatives and objectives for the future.
7. Identify implementation tasks for each objective.
8. Establish the community's service priorities.
9. Establish the community's expectations of the organization.
10. Identify any concerns the community may have about the organization and its services.
11. Identify those aspects of the organization and its services the community views positively.
12. Identify the Strengths of the organization.
13. Identify any Weaknesses of the organization.
14. Identify areas of Opportunity for the organization.
15. Identify potential Threats to the organization.
16. Develop organizational and community commitment to the plan.

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COMMUNITY-DRIVEN STRATEGIC PLANNING PARTICIPANTS

The foundation of the Department's strategic effort is found in the members of the community. The input received during the outlined Community Driven Strategic Planning Process supports the mission and vision, and are in alignment with the values identified by our personnel as critical to organizational success. The members of the community who participated in the planning process deserve a special recognition for participation and input towards the development of the Kingman Fire Department 2016-2021 Strategic Plan.

EXTERNAL STAKEHOLDER FEEDBACK

Community and stakeholder satisfaction and involvement are key to the department's current and future success. To obtain quality external stakeholder feedback, the department used a feedback instrument during the Community-Driven Strategic Planning Process.

During the Community-Driven Strategic Planning Process with external stakeholders, much was learned about the perception of the department and areas of improvement. Discussions centered not only on the present service programs provided, but also on priorities for the future. These discussions, combined with the feedback from survey instrument, allow fire department leadership to modify and prioritize elements of the five (5) year strategic plan.

The survey instrument utilized standard questions that attempted to gain information about the participants and their input about the Kingman Fire Department. The multiple choice questions asked included the following:

- 1, What is your affiliation with the City of Kingman?
2. Have you ever interacted with a member of the Kingman Fire Department in a professional setting (emergency response, inspection, education session, etc.)?
3. If you answered "yes" to the previous question, did your interaction with the Kingman Fire Department meet both your expectations and needs?
4. Please rate the following services provided by the Kingman Fire Department in order of importance.
 - Emergency Medical Services
 - Fire Suppression
 - Technical Rescue
 - Fire Prevention
 - Public Fire/EMS Safety Education
 - Hazardous Materials Mitigation
 - Fire Investigation
 - Domestic Preparedness Planning and Response
5. The Kingman Fire Department provides fire suppression, emergency medical, vehicle extrication, hazardous materials, and technical rescue, emergency response services to the City of Kingman. Based on your experience and observation of the department, as a citizen, do you understand the scope of their service to the community?

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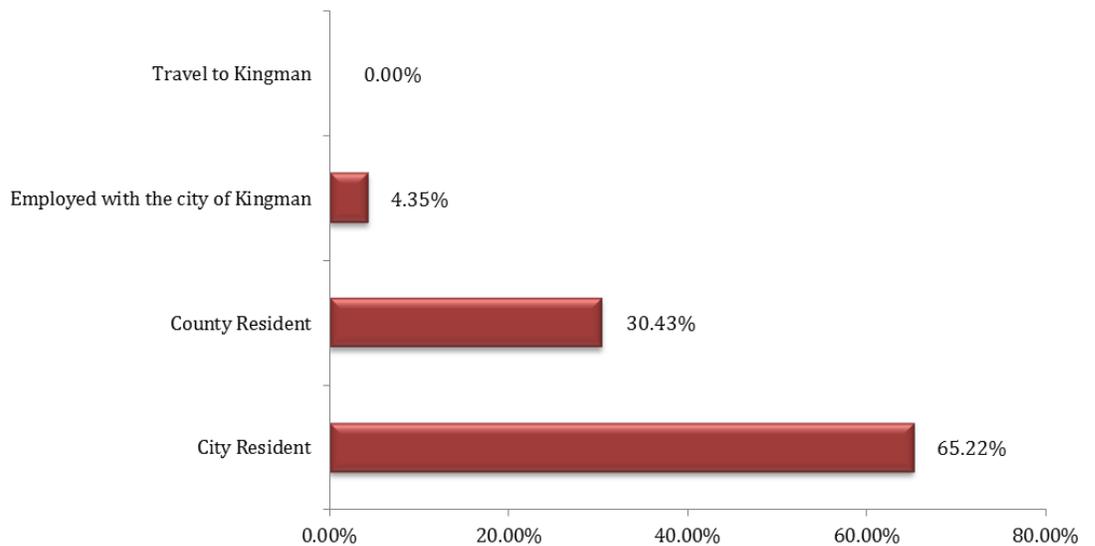
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6. The fire department adopts national standards for response time goals. These standards include 90 seconds to process and dispatch an emergency call at the 911 center, 60 seconds for firefighters to react and get on the apparatus to respond to the call, and 240 seconds for the first unit to travel to the scene of the emergency. Do these response time standards meet your personal expectations?

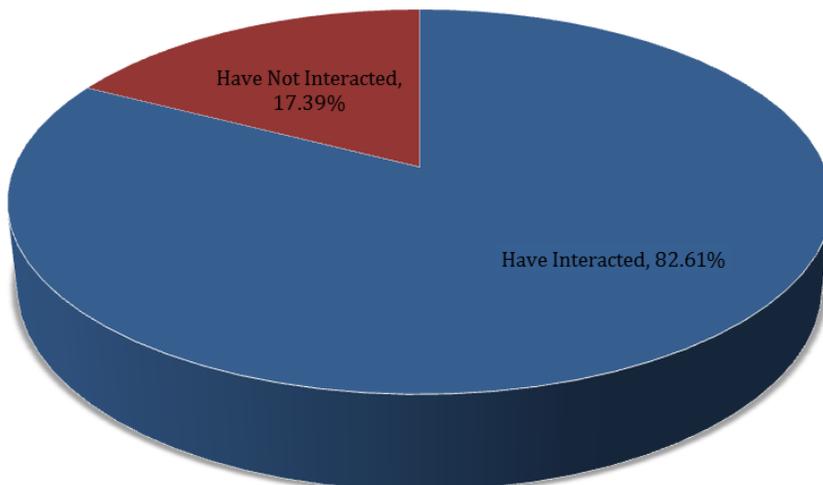
7. Would you like to know more about the Kingman Fire Department, its level of service, or other specific topic if so how would you like it to be disseminated?

- a. Newspaper
- b. Social Media
- c. Radio
- d. Other

Affiliation with the with of Kingman



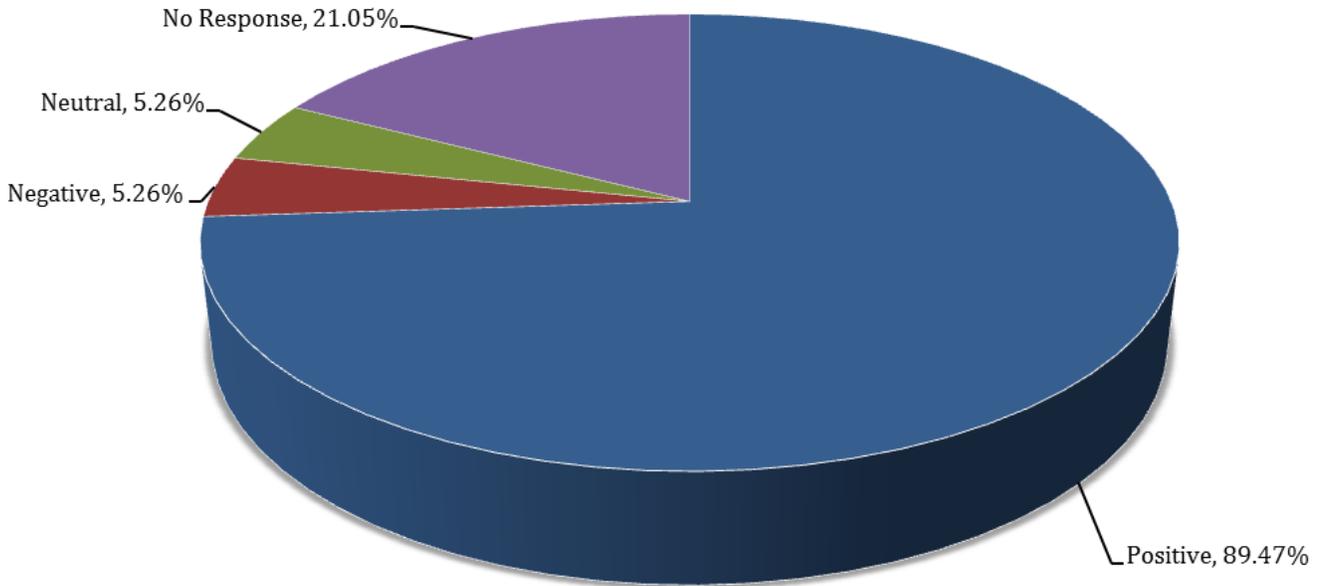
Respondents that have interacted with a member of KFD in a Professional Setting



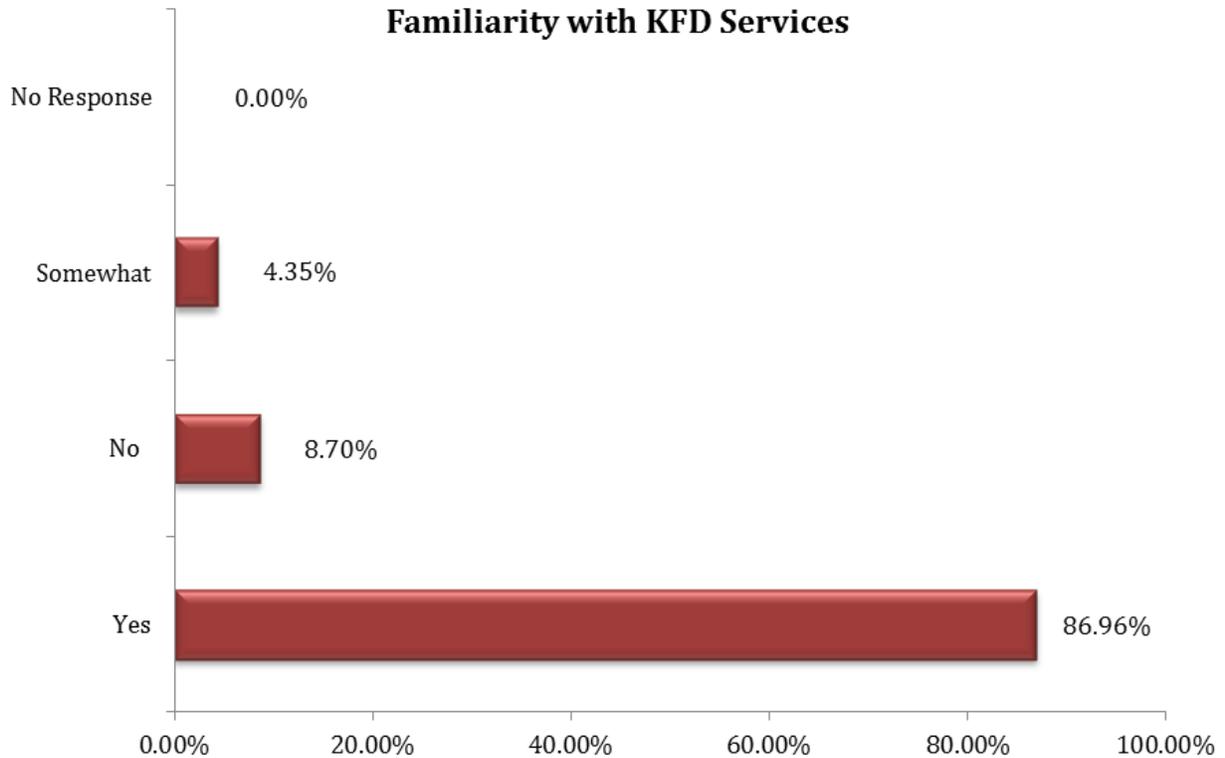


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Interaction Outcome



Familiarity with KFD Services

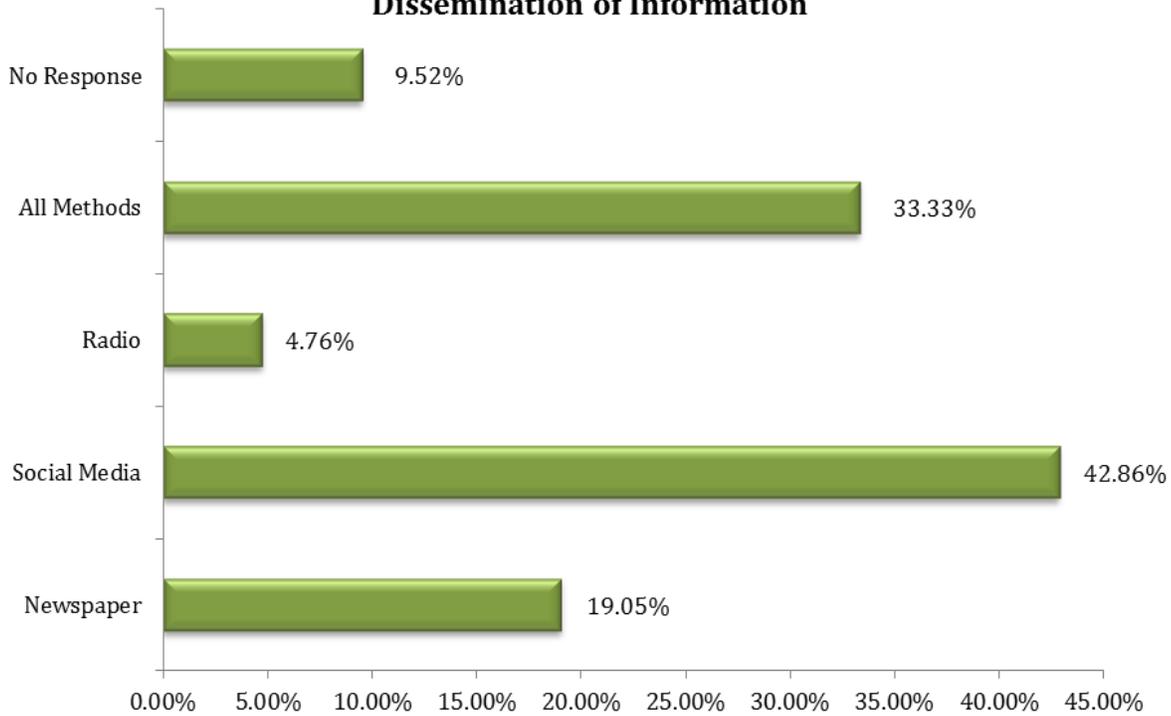


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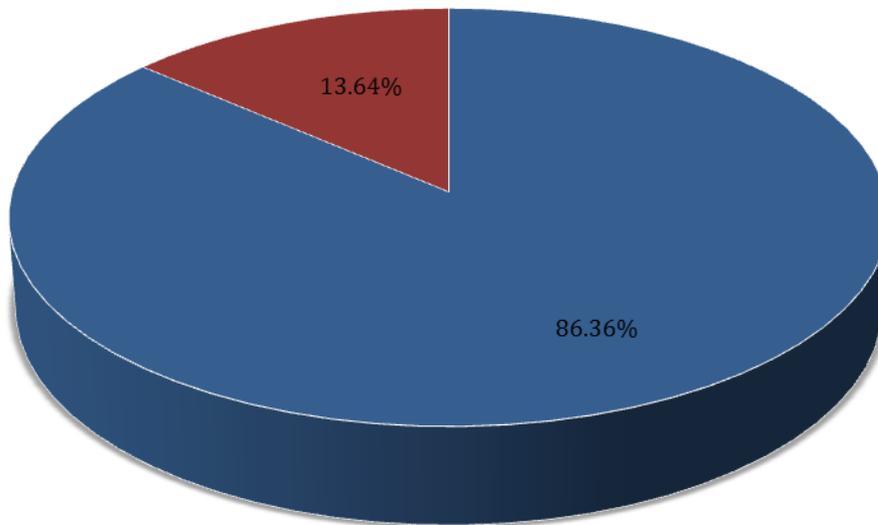


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Dissemination of Information



Interpretation of Response Time Goals



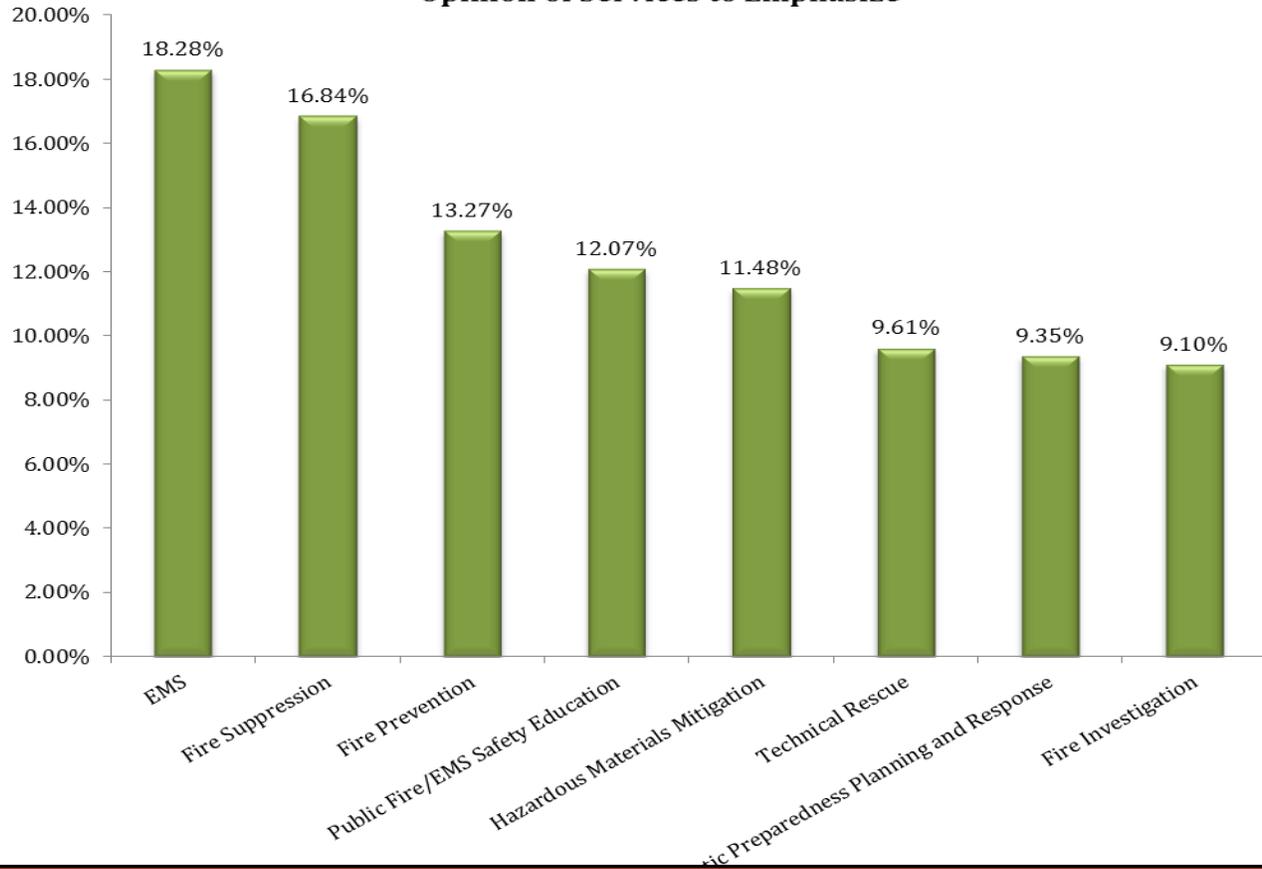
- MEETS Expectations
- Does NOT Meet Expectations
- Not enough information to understand 0.00%
- No Response 0.00%

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Kingman Fire Department

Opinion of Services to Emphasize



Community Program Priorities for Kingman Fire Department

| Programs | Ranking | Overall Score | Percent |
|---|---------|---------------|---------|
| EMS | 1 | 215 | 18.28% |
| Fire Suppression | 2 | 198 | 16.84% |
| Fire Prevention | 3 | 156 | 13.27% |
| Public Fire/EMS Safety Education | 4 | 142 | 12.07% |
| Hazardous Materials Mitigation | 5 | 135 | 11.48% |
| Technical Rescue | 6 | 113 | 9.61% |
| Domestic Preparedness Planning and Response | 7 | 110 | 9.35% |
| Fire Investigation | 8 | 107 | 9.10% |

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Kingman Fire Department

In addition to the multiple-choice questions on the survey, written response questions were asked of external stakeholders. Both of these questions attempted to gain “raw” feedback about individual’s perception of the fire department and solicit ideas to improve the service to the city.

The individual comments are available in a separate document that serves to support the five (5) year strategic plan. The written response questions asked included the following:

In addition to the multiple-choice questions on the survey, written response questions are asked of external stakeholders. These questions attempt to gain “raw” feedback about individual’s perception of the fire department and solicit ideas to improve the service to the city.

1. What can the fire department do to better serve the city?
2. In a few words, share your perception of the fire department and the services it provides.
3. What service types would you like to see the department emphasize in the coming decade?
4. How does the Public Protection Classification provided by the Insurance Services Offices for the city of Kingman affect you? On a scale of 1-10, 1 being the best and 10 being the worst, how important is the ISO rating to you?

When responding to the question “What can the fire department do to better serve the city?” Many of the responses said that the fire department does a satisfactory job but they would like to see additional stations to cut down on response time, more public presence, and to supplement revenues for operations. Of those that had suggestions, the most common included ideas on efficiency, such as fewer apparatus being sent to non-emergency calls, and continue to grow in size and staff with the community. Several comments also wanted more public education on CPR, fire safety and what to do if a fire truck is approaching you on the roadway. Regionalism and lowering the Insurance Services Office (ISO) rating were also mentioned.

When responding to the question “In a few words, share your perception of the fire department and the services it provides.” These responses were overwhelmingly positive and participants in the survey described the department as “great” and many commented on how professional and knowledgeable the fire department was. Many reflected on interacting with the department in schools, hospitals, and other programs. Members of the department were described as “professional”, “courteous”, “dedicated”, and “reassuring” frequently. Training and progressiveness was also a common theme in the responses. Areas of concern in the comments included sending fire trucks to emergency medical calls, public education, and response time.

When responding to the question “What service types would you like to see the department emphasizes in the coming decade?” Many of the stakeholders shared the same concerns and emphasized on many of the same topics such as; rapid response vehicles, adding another station, prevention and public education as well as paramedicine. These responses were indicative of the questions within the information session and changes to the fire service and service delivery model within the city of Kingman.

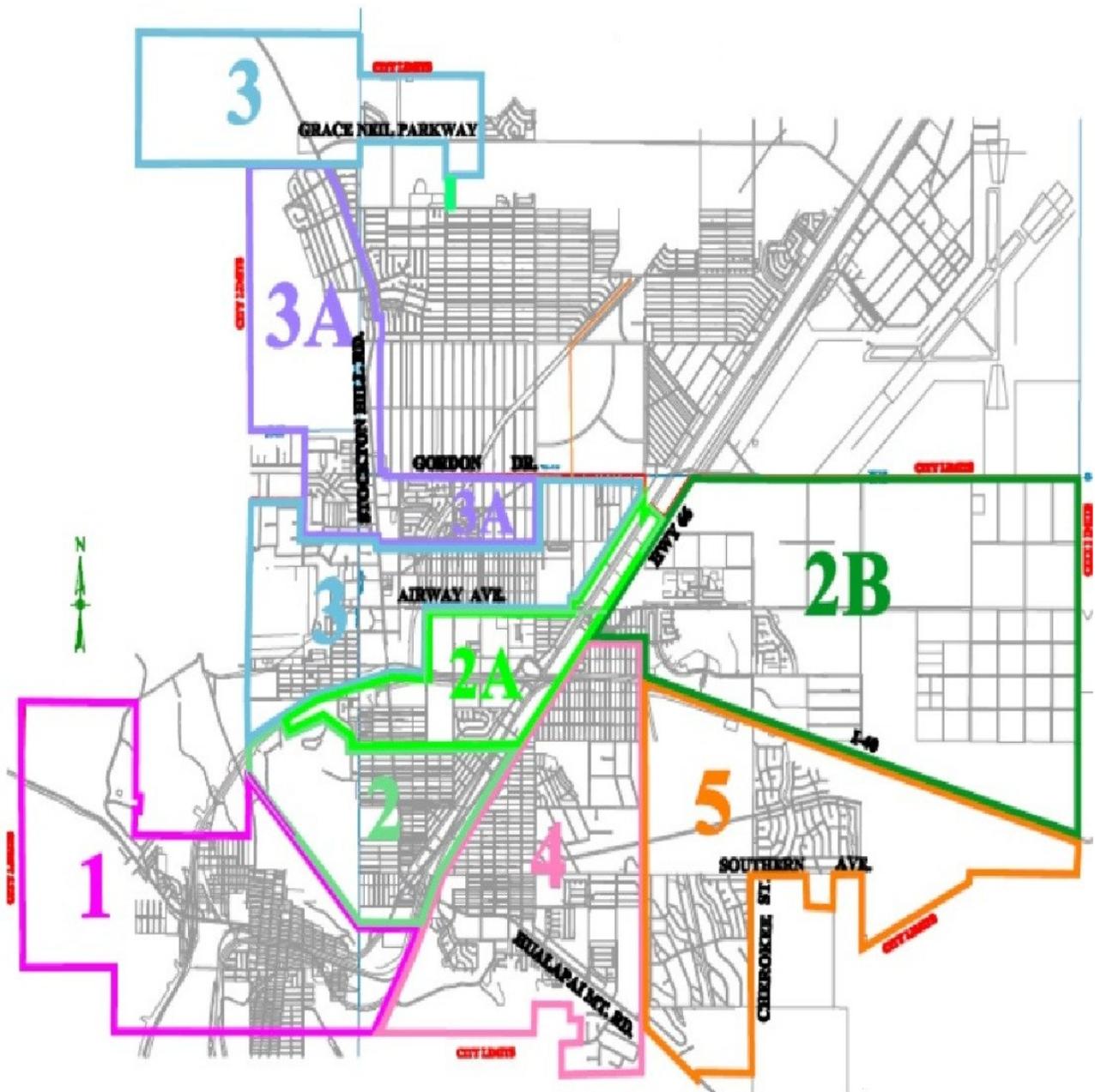
When responding to the question “How does the Public Protection Classification provided by the Insurance Services Offices for the city of Kingman affect you? On a scale of 1-10, 1 being the best and 10 being the worst, how important is the ISO rating to you?” All participating stake holders listed this between a one and a three on importance level. The decrease in

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Kingman Fire Department

insurance premiums was important to everyone as well as having a department representative of the classification was something that participants found reassuring that the department was using ISO as well as the Center for Public Safety Excellence as models for establishing service levels and program offerings.



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Kingman Fire Department

S.W.O.T. ANALYSIS

Each division conducted their own S.W.O.T. analysis. These divisions included: Operations, Medical, Training, Human Resources, and Emergency Management. The management team, with consideration of this work, then developed a S.W.O.T. analysis for the department overall (see Figure 1 below).

Strengths (Internal)

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths lead to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time

1. Diversity of personnel
2. Outstanding PPE and SCBA
3. Leadership
4. Morale
5. Experience of personnel
6. Apparatus/ Equipment
7. Level of service
8. Positive reputation with the public
9. Computers
10. Progressive and transparent administration
11. Adhere to NFPA 1500
12. Vision
13. Team Work
14. Mission and Values
15. Communication
16. Equipment/ Logistics
17. Technology
18. Transparency
19. Promotional/ Hiring Process

Weaknesses (Internal)

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress.

1. Staffing
2. Response distances
3. Mutual Aid/Automatic Aid
4. Political Climate
5. Facilities
6. Succession program
7. Compensation/ Incentives
8. Compression
9. Pre-planning
10. Risk. Hazard Analysis
11. Mapping
12. Accountability
13. Funding
14. Loss of experience through retirement
15. Aging equipment
16. Lack of 4 man Companies
17. Loss of Specialized Certificates through retirement
18. Lack of community involvement
19. Special Operations Abilities
20. Station 2 relocation Site



Kingman Fire Department

Opportunities (external)

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Projects or programs that increase level of service, improve safety, and boost department's public image.

1. Paramedic/ Rapid Response
2. Regional fire and EMS programs
3. Mutual Aid/ Auto Aid
4. Public relations/ education
5. Progressive and informed leaders
6. Expansion of services
7. City annexation
8. Better/ reliable revenue streams for the city
9. In house certification programs
10. A greater marketing of the department and its mission
11. Scheduling
12. Ride A Longs/ Sit Ins
13. Access to Training / Conferences
14. Increase Number of Paramedics
15. Increase HM Techs
16. Accreditation
17. Decrease in ISO Rating

Threats (external)

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Projects or programs that increase level of service, improve safety, and boost department's public image.

1. City revenue services
2. Poor facilities
3. Compensation
4. Compression
5. Traffic congestion and flow
6. Insufficient training grounds
7. Budget constraints
8. Recruitment
9. Station locations
10. Fire District Operations/ Funding
11. Unsecure 9-11 facility
12. Call volume increases
13. Recruitment
14. Unstable Political Climate
15. Personal Agendas

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Kingman Fire Department

The Mission of the Kingman Fire Department:

To provide the highest level of emergency response and effective prevention to preserve the life, property and well-being of our community.”

The Vision of the Kingman Fire Department:

- To become widely recognized as a department which demonstrates excellence in the delivery of its services.
- Honor our community’s trust by demonstrating our commitment to duty.
- Strive to continually improve services and programs to the community, ensuring they are made available and are clearly understood by our stakeholders.
- Proactively identify and analyze our community’s risks, thereby maintaining an efficient response model.
- Continue to build strong relationships and consistent collaboration with our regional partners and support agencies.
- Maintain an internal culture that reflects a diverse, respectful and professional atmosphere, nurtured by transparency as well as cooperative and evolving internal communication processes.
- To develop comprehensive training, professional development and succession planning to ensure the future success of Kingman Fire Department.

The Vision of the Kingman Fire Department:

Safety: Members of the City of Kingman Fire Department believe our health and safety are essential for us to fulfill our Mission. We are committed to providing the best health and safety programs for our members' well-being and operational readiness.

Community: Members of the City of Kingman Fire Department are committed to fulfilling our responsibility and deepening our involvement in the community we serve. Our responsibility is to protect life, property and the environment. No request or inquiry will go unanswered.

Professionalism: Members of the City of Kingman Fire Department highly value being professionals at all times. As professionals, we are committed to providing the highest levels of customer service to our community by maintaining a high level of operational readiness through preparation, education and continual self-improvement.

Empowerment: Members of the City of Kingman Fire Department value staff involvement in decision making and delegate authority to the most appropriate level. We believe that a united team can achieve far more than an individual effort.

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Kingman Fire Department

We hold ourselves to the highest standards and are accountable for our actions.

Efficiency / Effectiveness: Members of the City of Kingman Fire Department understand the importance of organizational sustainability. Therefore, we value fiscal prudence and strive to be effective and efficient in the execution of our duties

Integrity: Members of the City of Kingman Fire Department are honest, fair, and compassionate when dealing with members of our community and each with other. We are honorable to our profession and we inspire each other to maintain trustworthiness, openness, and sincerity.

CRITICAL ISSUES AND SERVICE GAPS

After reviewing the department's various programs and services, the Command Staff identified primary critical issues and service gaps. These provide a prioritized foundation for the establishment of future goals and objectives in order to improve the department.

Critical Issues

Evolving Mission

Call Volume

Funding

Department Infrastructure

Staffing

Succession Planning

Officer Development

Facilities and Apparatus Replacement

NFPA Compliance

Special Operations Team Operations/
Functionality

Service Gaps

Public Education with Identified Risk Groups

Public Information

Public Feedback

Priority Dispatch

Response Times

Special Operations



RESOURCE MANAGEMENT

A critical element in the assessment of any emergency service delivery system is the ability to provide adequate resources for anticipated fire combat situations, medical emergencies, and other anticipated emergency incidents in the most effective means that the City can support in regards to the budget. Each emergency requires a variable amount of staffing and resources to be effective. Properly trained and equipped fire and rescue companies must arrive, deploy, and mitigate the event within specific timeframes if successful emergency event strategies and tactical objectives are to be met. Each event, fire, rescue operation, major medical emergency, disaster response, and other situations will require varying and unique levels of resources. For example, controlling a fire before it has reached its maximum intensity requires a rapid deployment of personnel and equipment in a given timeframe. The higher the risk, the more resources that are often needed. More resources are required for the rescue of persons trapped within a high-risk building with a high-occupant load, than for a low-risk building with a low-occupant load. More resources are required to control fires in large, heavily loaded structures than in small buildings with limited contents. Therefore, decision making and distribution of City resources must relate to potential demands for service.

With Resource Management, the objective is to have a distribution and concentration of resources that is able to reach a majority of events in the shortest period of time to begin to mitigate the emergency. There are many factors that impact the City's risk level, and influence the methods chosen to deploy resources throughout the community.

Evaluation of risk factors lead to the number of personnel needed to conduct the critical tasks necessary to contain the event in an acceptable time frame. The level of service provided by an agency should be based on their ability to respond to a variety of emergencies after conducting a risk assessment. This process starts with examining the Community Risk Factors. Community risk assessment requires analysis and identifies the frequency, severity and distribution of risk related factors found in the community. Overall, the City has a wide range of potential risks. There will be an inverse relationship between risk and frequency of events. Daily events are routine and often result in minimal losses, while significant events are less frequent. If the risk management system is working in the community, a catastrophic loss should be an extraordinary event. The objective of community risk management is to reduce serious loss to a very unusual event. This is best accomplished when a Standard of Cover has been developed, which helps to determine resources needed for those risks identified within the City based upon the community risk factors noted.

Currently there are multiple methods used to evaluate or judge the fire service delivery including, the Insurance Service Office Grading Schedule, NFPA 1710, (a consensus based voluntary standard on the deployment of resources for career departments), and the CFAI Accreditation Model. All have relevance, and analyze different segments of the overall delivery system and performance of the organization. When evaluating performance, it is imperative that all be considered in respect to the deployment of the emergency response system.

While many benchmarks could be established in both areas, the following criteria has been used as the basis for our analysis as to the distribution and concentration of our resources in the future, and in respect to the provision of service and the management of risk in our community.

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- 1) First Unit travel time to an emergency call
- 2) Travel Time of Paramedics to an ALS call
- 3) Travel Time for the placement of 15 firefighters on the scene of a fire (Effective Fire Force)
- 4) Ability to meet the 2-in/2-out Regulation
- 5) The fiscal ability to implement and sustain the programs into the future
- 6) A focused effort of Community Risk Reduction in three primary areas, single family dwellings, multi-family dwellings and the wild land urban interface

Another key objective in all the services we provide is the delivery of world class-customer service by implementing a strategic customer experience. Outstanding customer service is a result of an organizational expectation to deliver the best possible service to our customers by understanding that **“it is an essential element to our mission and vision, and is reflective of the values of the department.”**

As such, the department has strategic initiatives, goals, objectives and action items which support core service level objectives and will be used to articulate elements of the Strategic Plan.

STRATEGIC INITIATIVES

The following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

1. Organizational Service Improvement
2. Professional Development
3. Employee Safety, Health, and Survival
4. Community Enhancement
5. Developing the Department to Lead the Fire Service

GOALS AND OBJECTIVES

Goals and objectives, developed from feedback from the internal stakeholders as well as validation from members of the community are essential to allowing the department to achieve its mission and vision. Internal stakeholders, when considering community feedback, provide a reliable source of change for the organization. This information is discussed and filtered within the leadership of the department and city to identify reasonable goals to support the strategic initiatives and overall plan. An important element of this plan is the on-going review and management year to year as budget and political conditions change. The department will continue to produce a yearly strategic steering summary to show accomplished and deferred goals and objectives.



Kingman Fire Department

Organizational Service Improvement

Emergency service delivery is the foundation of the Kingman Fire Department. The primary core services are identified as fire suppression, emergency medical services, community risk reduction, and special operations response including hazardous materials, and technical rescue. These objectives were developed to enhance the standard of service delivery that is currently being provided to the citizens of the community while being efficient and effective through the delivery of services.

Goal 1 - Enhance the delivery of services to provide the best value to the community we serve.

| | |
|-----------------------|---|
| Objective 1A | Identify services and service levels to be provided for fire, rescue, special operations, communications, emergency medical services, and community risk reduction |
| Critical Tasks | <ul style="list-style-type: none"> • Establish baseline performance to measure compliance with established Standard of Cover for emergency response • Conduct vulnerability assessment of the Department and community • Align community needs for personnel necessary for the delivery of services • Consider the fire service model of service delivery based upon available resources and community needs • Improve overall response to emergency incidents through response and training • Increase staffing levels to meet service levels and standards utilizing alternative means • Adopt and adhere to measureable standards and clear performance targets |
| Objective 1B | Develop mutual and automatic aid agreements with surrounding fire service agencies. |
| Critical Tasks | <ul style="list-style-type: none"> • Evaluate current agency partnerships for effectiveness and increased opportunity • Leverage regional partnerships to enhance the effectiveness and efficiency of all services provided. • Create new agency partnerships where a mutually beneficial goal can be identified. • Improve interoperability, communications, and training with mutual aid departments • Utilize partnerships to expand services and provide for informed decision making and service delivery. |
| Objective 1C | Ensure the stability of critical infrastructure to support fire department needs. |

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| <p>Critical Tasks</p> | <ul style="list-style-type: none"> • Develop a comprehensive facilities assessment and identify needed improvements • Develop a planning document for facility renovation, reconstruction, or addition of future facilities to meet the identified mission. • Develop and implement a plan for the addition of a training area within city that serves the needs of department members as well as the region • Develop and implement a comprehensive assessment of all existing apparatus and projected needs to ensure uniformity. • Develop and implement a comprehensive mid-range capital replacement schedule for department infrastructure to include facilities, apparatus, equipment, and technology • Develop a comprehensive plan for the inspection maintenance and care of all department facilities, apparatus, equipment, and technology |
| <p>Objective 1D</p> | <p>Increase the delivery of emergency medical services in the community.</p> |
| <p>Critical Tasks</p> | <ul style="list-style-type: none"> • Establish baseline performance to measure compliance with established service levels including areas of high risk and high probability for quality assurance purposes. • Increase the availability of resources available for response to emergency medical incidents • Utilize partnerships that exist with public health resources to enhance the emergency medical services provided • Integrate home health services as a prevention measure • Proactively work with those potential patients to reduce the use of 911 emergency services through educational efforts, including PSA. • Identify partners such as the hospitals, mental health providers, and social workers to form a network of health care providers for at-risk individuals/families. • Explore emerging service delivery trends. |



Kingman Fire Department

Professional Development

The development of personnel on every level of the organization is imperative to remain competitive in the future and reflect best practices. For current and future success, quality, well trained and motivated personnel is mission critical and must be a dynamic, multi-dimensional approach. Investing in leadership development is an essential component for the long-term health of the organization. This will ensure and reinforce effective leadership and management concepts and support the exploration of new ideas and practices.

Goal 2- Invest in leadership development for the long-term health of the organization.

| | |
|-----------------------|---|
| Objective 2A | Objective 2A: Incorporate leadership training throughout the organization |
| Critical Tasks | <ul style="list-style-type: none"> • Conduct a workforce analysis that ensures current and future quality staffing. • Determine the current level of training proficiency of department personnel as individuals, companies, and response forces • Identify the skills needed to lead in today’s environment and into the future. • Develop leadership training and modeling relevant to all employees within the organization • Enhance leadership resources available for personal development • Incorporate development of leadership principles into promotional opportunities. • Ensure all personnel are highly qualified for current positions |
| Objective 2B | Implement succession planning into the organization |
| Critical Tasks | <ul style="list-style-type: none"> • Prepare members of the organization to step into and operate in different roles utilizing the “next man up” philosophy • Prepare the next generation of leaders and managers through ongoing education, training, professional development, and succession planning. • Develop a career planning process • Establish a well-defined succession program including task books and certifications. • Develop comprehensive processes to ensure personnel meet the prerequisites of future positions including shadowing and mentoring • Design and implement a promotional testing process for all positions to ensure validity and fairness. |

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| Objective 2C | Delegate decisions to the appropriate level of the organizational structure |
| Critical Tasks | <ul style="list-style-type: none"> • Empower all employees to make decisions based on policy and experience. • Develop “middle managers” as part of the succession planning process by identifying and assigning additional opportunities, projects, and tasks to those individuals. • Seek employee ideas to create a positive environment of decision making. • Include appropriate personnel in committees, management and leadership summits, and meetings. |
| Objective 2D | Maintain and enhance current training program and opportunities |
| Critical Tasks | <ul style="list-style-type: none"> • Review training records, annual evaluations, requests, and feedback in the development of the annual training plan • Identify current personnel training gaps for the development of individual training plans • Develop and conduct firefighter training that results in improved operational effectiveness and cultivates a culture of safety. • Research and identify required training needed. • Develop annual training plan that is dynamic and meets the needs of members • Identify opportunities to enhance the current training program using outside opportunities and resources. • Determine the needed changes in current business practices to support high quality internal and external customer service. • Evaluate the effectiveness of the current training programs |
| Objective 2E | Objective 2E: Provide pay and benefits that are competitive and to assist the department in the attraction and retention of an outstanding and professional staff at all levels. |
| Critical Tasks | <ul style="list-style-type: none"> • Assess the current pay system and compare to others. • Create a competitive pay system that is equitable. • Identify pay disparities, develop and implement a plan to correct them. • Develop and find alternative funding sources for additional positions. • Determine alternatives to pay that could aid in retention. |



Kingman Fire Department

Employee Safety, Health, and Survival

Employee safety and wellness are a top priority consideration in what is often described as one of the most hazardous professions. The department recognizes the hazards and risks inherent in being a firefighter and sets forth a proactive, comprehensive approach to ensuring the safety and health of the members. Recognize the employees as the department number one priority; the health, wellness, and safety of internal customers has been given a top priority for all members; Fire Chief to Firefighter.

Goal 3- Provide for the Health and Safety of all employees within the organization.

| | |
|-----------------------|---|
| Objective 3A | Enhance the health and safety of all Department members. |
| Critical Tasks | <ul style="list-style-type: none"> • Develop a complete wellness/fitness program for all fire department personnel that is comprehensive, proactive, and consistent with the duties of department employees • Continue to develop and expand the Department’s existing health, safety, and wellness program to meet the needs of its members • Partner with other agencies to promote health and fitness of Department members. • Establish baseline fitness levels of all employees and develop improvement plans for fitness success for all. • Analyze the Peer Fitness Trainer programs for credentials and areas of improvement |
| Objective 3B | Improve awareness to reduce injury in the workplace |
| Critical Tasks | <ul style="list-style-type: none"> • Educate employees regarding their health and safety responsibilities and emphasize the importance of injury prevention. • Develop recommendations to identify, reduce, or eliminate firefighter safety hazards. Including hazards with post-response issues. • Ensure that all personnel are protected with appropriate safety apparel and equipment. Use near-miss occurrence information to enhance learning. |
| Objective 3C | Develop a comprehensive behavioral health initiative to provide assistance to all Fire Department employees Initiative. |

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| Critical Tasks | <ul style="list-style-type: none"> • Manage day-to-day events that occur that may increase the risk to all employees' mental health. • Develop, educate, and implement a Peer Support Team. • Refine and improve services provided by the Employee Assistance Program (EAP). • Identify a clinician as a crisis counselor and Peer Support Team resource. • Encourage and support health and wellness through identified resources that provide training and education to members and their families. |
|-----------------------|--|

Community Enhancement

Historically, the fire service does not have to compete to be a service provider or justify its existence to members of the community. However today there are multiple demands for service and the “voice” of the community is important to ensure that the department is meeting the demand for services. As such, it is essential that we define what differentiates Kingman Fire Department from other service providers and align our services with what the public wants the department to do. The department must communicate what it does and listen to what the community wants and needs.

Goal 4- Develop an effective community communication and outreach program.

| | |
|-----------------------|---|
| Objective 4A | Improve the process of reaching specific target audiences based on risk and risk groups. |
| Critical Tasks | <ul style="list-style-type: none"> • Increase the frequency and ways community members encounter information about Fire Department services by increasing the people and media communicating our messages. • Develop a comprehensive system to communicate to all stakeholder groups. • Take advantage of opportunities to promote the department's initiatives and success stories. • Effectively communicate pertinent information within the department and to external stakeholders. • Enhance relationships with community based organizations including social media, website use, and media interaction. • Develop a comprehensive plan to gather customer service feedback. • Analyze feedback from community during stakeholder meetings or as it occurs. |

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| Objective 4B | Enhance the overall customer experience in emergency and non-emergency incidents. |
| Critical Tasks | <ul style="list-style-type: none"> • Develop and implement a comprehensive Community Risk Reduction Program • Develop a post-incident follow-up process for the customer. • Develop a community based educational plan on emergency preparedness program • Enhance community and business collaboration to promote safety and reduce risk • Monitor opportunities to embrace technology to improve citizen interaction, community awareness, or life safety trends such as PulsePoint • Increase opportunities for face-to-face interaction to provide and exchange information |
| Objective 4C | Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and personal safety. |
| Critical Tasks | <ul style="list-style-type: none"> • Provide appropriate and sustainable fire prevention services to meet the current and future needs of the community • Perform an incident response type review with follow-up community education. • Develop and launch a comprehensive program to educate the public on wildfire mitigation issues and wildland fire potential. • Introduce Citizens Fire Academy and fire explorers as well as Community Emergency Response Training (CERT) classes to the community. • Automate the process for scheduling fire station tours, fire engine visits, community room requests, fire extinguisher training, and CPR and AED demonstrations. |

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Kingman Fire Department

The Kingman Fire Department has a long history in the community and the fire service. The level of professionalism and character of its members is second to none and as such the department expects to perform as a leader in the fire service. Despite financial constraints in recent years that are outside of the departments control as a result of city budgetary issues, the department realizes that this is beyond its control and that there are other ways to effectively use its resources to provide the level of service expected and deserved by the city of Kingman.

Goal 5- DEVELOP OUR ORGANIZATION TO LEAD THE FIRE SERVICE

| | |
|-----------------------|---|
| Objective 5A | Prepare for, pursue, achieve and maintain international accreditation through the Center for Public Safety Excellence |
| Critical Tasks | <ul style="list-style-type: none"> Analyze policies, practices and equipment that need improvement or modification to meet industry best practices. Identify service gaps that negatively impact the department. Determine and implement any changes needed to attain accredited status. Report all departmental changes via compliance reports Establish and ensure Continuous Improvement based training for Department members Promote innovation in the organization. |
| Objective 5B | Enhance data collection and performance measurement |
| Critical Tasks | <ul style="list-style-type: none"> Collaborate with the department's various divisions to seek performance measurement gaps. Review and analyze response data regularly. Develop a data collection and performance measurement improvement plan. Improve the current monthly and yearly activity reports to increase the quality of data collected and presented. |
| Objective 5C | Decrease the Insurance Service Offices Public Fire Suppression Rating Schedule classification |
| Critical Tasks | <ul style="list-style-type: none"> Evaluate the department's community risk profile and Public Protection Classification. Prepare for and perform an audit in cooperation with the Insurance Services Organization (ISO) Review of the department's capabilities and our region's infrastructure to ensure the department's Public Protection Class rating is as low as possible. |

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| Objective 5D | Achieve financial stability and growth to provide needed resources and services |
| Critical Tasks | <ul style="list-style-type: none"> • Demonstrate the need and importance of services by effectively managing resources to ensure confidence among community and policy makers • Research and promote opportunities to achieve revenue and gain efficiency within the department • Evaluate current programs to ensure maximum cost effectiveness. • Identify fees and billing potential for existing core services provided • Partner with other City departments to evaluate the results of the permit fee review study and make recommendations to the Mayor and City Council for implementation • Actively pursue revenue-generated partnerships with public and private entities to create revenues and service level enhancements. • Actively pursue obtaining grant funding alternatives from local, state, and federal agencies for administration, operation, training, and capital improvements. • Establish revenue strategy to meet the current and future fire service financial obligations. |

PERFORMANCE MEASUREMENT

As output measurement can be challenging, the department must focus on the assessment of progress toward achieving improved output. Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor." They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that: "...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked."

The question has been asked; "Why Measure Performance?" It has been said that: "In order to establish that the Kingman Fire Department 2016 - 2021 Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.



Implementation

To hold ourselves accountable to delivering on the Kingman Fire Department 2016 – 2021 Strategic Plan, the Fire Chief will appoint Kingman Fire Department command staff and key members to oversee its implementation. Key performance measures and timelines will be established to monitor whether goals and critical tasks are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to deliver the kind of accountability our partners and the public expect from the Kingman Fire Department.

All of the Department's programs require resources, and consideration of the goal areas will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, the Kingman Fire Department will take the following specific actions to implement this plan:

1. The Fire Chief will have the responsibility to ensure accountability in monitoring the plan and the plan's implementation.
2. The Fire Chief will assign each of the goal areas and / or objectives in the plan to a specific member of Command Staff. The Command Staff member will be responsible for creating a smaller working group. The Command Staff member will regularly report back to the Fire Chief on progress.
3. Monthly Command Staff meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of leadership or membership to help resolve those problems.
4. Kingman Fire Department leadership will clearly show a commitment to the plan's implementation.
5. Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.
6. Command Staff and any working group members will meet in the first and third quarter of each year. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.
7. Along with ongoing review, the plan will be formally reviewed and updated on an annual basis.

STRATEGIC PLAN 2016-2021



Kingman Fire Department

THE SUCCESS OF THE STRATEGIC PLAN

The department has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized the Community-Driven Strategic Planning Process to compile this document. The Kingman Fire Department 2016 - 2021 Strategic Plan cannot be successful through the leader's actions alone, but will depend upon the support received from the membership of the agency, and the community at-large for the successful implementation of the goals and their related objectives.

"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point." *Good to Great and the Social Sectors Jim Collins*

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes. Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms and Acronyms

For the purposes of the 2016 – 2021 Kingman Fire Department Strategic Plan, the following terms and acronyms have the meanings set forth below:

Accreditation A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

Customer(s) The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

Efficiency A performance indication where inputs are measured per unit of output (or vice versa).

Input A performance indication where the values of resources are used to produce an output.

ISO Insurance Services Office

MCT Mobile Computer Terminal

Mission An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.

NFPA National Fire Protection Association

Outcome A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.

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Output A performance indication where a quality or number of units produced is identified.

Performance Measure A specific measurable result for each goal and/or program that indicates achievement.

RMS Record Management System

Stakeholder Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Initiative A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.

Strategic Management An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.

Objective A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic Plan A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

Strategy A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

Vision An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



CITY OF KINGMAN - FIRE DEPARTMENT

2016-2021 Strategic Plan

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