

# KINGMAN FIRE DEPARTMENT 2016-2021 STRATEGIC PLAN 2018 PROGRESS REPORT



The Progress Report is designed to guide the implementation of the vision and goals of the 2016-2021 Kingman Fire Department Strategic Plan and the Commission on Fire Accreditation International recommendations as well as showcase the accomplishments of the department as a direct result of maintaining strategic focus and alignment. The Kingman Fire Department has focused on the critical tasks that support the department's established goals and objectives within the strategic plan and documented within the Kingman Fire Department Strategic Plan Performance Indicators. This report documents the progress made on the strategic goals and represents the organizational commitment to ensuring continuous improvement and adherence to the 2016-2021 Kingman Fire Department Strategic Plan and the Commission on Fire Accreditation International recommendations as well as improvement in each of the following areas.

## **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.

**Verification:** The department performs annual SOP development and revisions as needed to ensure that proper service delivery is achieved and maintained. SOP 201.0 Minimum Staffing ensures that levels are maintained for minimum staffing level. The department has also established an Incident Safety program that ensures that on specific high risk incidents we will have an established Incident Safety Officer as outlined in SOP 360.0 Incident Safety Officer. In addition, we have provided advanced training to all company officers in the area of Incident Safety Officer and are working toward national certification. The department performs routine data analysis through daily performance reports and monthly reports published throughout the organization to identify deficiencies as well as ensure level of service and response compliance. The establishment of the benchmarks as well as analysis of baselines allow for continual improvement of response times in real time.

**Objective 1B:** Develop mutual and automatic aid agreements with surrounding fire service agencies.

**Verification:** All mutual aid and automatic aid agreements are current and relevant. Automatic aid agreement with Northern Arizona Consolidated Fire District is currently awaiting stability in leadership of the organization as well as AVL capabilities. The cooperation and direct leadership on the Arizona Statewide Mutual Aid system has enhanced statewide cooperation and the enhancement of local level mutual aid has been driven by department leadership. Finance Department has completed the development and adoption of comprehensive financial policies in compliance with generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) so recommendation is achieved and maintained; 2018.

**Objective 1C:** Ensure the stability of critical infrastructure to support fire department needs.

**Verification:** Fire Station 2 is currently funded within the capital improvement budget however, this recommendation will extend to other facilities and shall be included in the capital improvement plan for renovations, reconstruction, and future facilities to ensure recommendation is achieved and maintained. SOP 391.0 Continuity of Operations development and SOP 156.0 Physical Resource Assessment ensures recommendation is achieved and maintained.

Implementation of International Academies of Emergency Dispatch (IAED) Medical Priority Dispatch System protocols allows for delivery of dispatch life support instructions and consistent delivery of appropriate medical resources throughout the community. Ensure completion, tracking, and reporting of SOP 925.0 Quality Assurance and Improvement to ensure integrity and compliance to emergency medical dispatch protocols.

**Objective 1D:** Increase the delivery of emergency medical services in the community.

**Verification:** The following SOP's have been established and updated on an annual basis to ensure that they meet the needs of our department and the community SOP 711.0 Quality Assurance and Quality Improvement, revision to ensure recommendation is maintained. SOP 755.0 Public Access to Defibrillator revision to ensure recommendation is achieved. Implementation of, SOP 711.0 Quality Assurance and Quality Improvement. The Department has established as well as analytics to include Utstein, STEMI, Stroke / CVA and equipment failure which are reviewed on a monthly topics of review in EMS / Quality Assurance committee meeting and reported to the Fire Chief for the Monthly Performance Report on the EMS divisions' activities and review of cardiac arrest survivability.

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

**Objective 2A:** Incorporate leadership training throughout the organization.

**Verification:** The department has established a formal officer development program where it does training on a quarterly basis. Maintenance of SOP 102.0 CoK Personnel Manual Reference as well as coordination with Human Resources in order to meet this recommendation on an annual and on-going basis. The department has completed Pro-Board certification for Incident Safety Officer Certification through the Fire Department Safety Officer Association (FDSOA) for company officers to include our of Battalion Chiefs and Captains. The department maintains compliance with current SOP 802.0 Training Assurance annually for performance based evaluations within the annual training plan. Over the last couple of years the department has placed a strong focus on basic ICS and need to incorporate more training on how to deal with the rigors of a ride up position or the requirements of being a company officer. The department has placed a strong focus on basic ICS and has implemented the nationally recognized Blue Card Incident Command system and currently has all Battalion Chiefs certified.

**Objective 2B:** Implement succession planning into the organization.

**Verification:** The Officer Development Program has been reimagined throughout the department which included a workforce analysis and ensuring the job descriptions for each position throughout the department was accurate and up to date meeting the current minimum requirements of each position as well as industry standards. Promotional requirements and process revisions have been completed to include a comprehensive approach in preparing employees for promotional opportunities including position task book and academies for the positions of Engineer and Captain. In addition, the ride-up approval process allows members to complete necessary training to fulfill roles in the absence of superiors allowing for a consistency in operations and service delivery while reducing liability. The ride-up process is outlined in detail in SOP 840.0 Acting Engineer Requirements, SOP 841.0 Acting Captain Requirements and SOP 842.0 Acting Battalion Chief Requirements. Officer development occurs on a quarterly basis and that at meetings with shift officers which occur every other month with an agenda and a formal officer meeting schedule is integrated into the department's annual training plan. Advancement classes are a priority to include attendance at the National Fire Academy, Center for Public Safety Excellence professional designations, and admittance into the Executive Fire Officer Program and Managing Fire Officer Program.

**Objective 2C:** Delegate decisions to the appropriate level of the organizational structure.

**Verification:** The department has done well in this area. A prime example of this is passing control for the development of the department's peer to peer team to Captain Knarr which has led to successful implementation. The department has done a great job of passing down authority for special projects and has seen a tremendous success in this area. The department also empowers company officers and battalion

chiefs to manage their respective shifts with little interference from administration. This is a testament to the high level of trust which allows them to take full ownership of their decisions. As a result of this leadership style they want are always looking at ways to maintain the greatness elite status of the department. We currently have a member of the department that is designated personnel in the position of the Terrorism Liaison Officer and is in compliance with established SOP 870.0 Terrorism Liaison Officer.

**Objective 2D:** Maintain and enhance current training program and opportunities.

**Verification:** The department achieved 26,213 of collective training hours in 2017 and in 2018 will eclipse that number through the application of the Kingman Fire Department Annual Training Plan and all of its elements. The department is currently evaluating alternative training options such as Target Solutions for more effective management and administration of the program. The department has implemented a comprehensive probationary firefighter testing program which allows it to properly evaluate new members of the organization and ensure that each firefighter has the skills needed to perform safely and efficiently on the fire ground. An aggressive cross training program has enhanced the Building & Life Safety Division; all personnel can perform tasks at all levels. The communications division has implemented task book processes for Public Safety Telecommunicator and Communications Center Supervisor, as well as Acting Supervisor which demonstrates consistency of training processes across the organization.

**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.

**Verification:** The department has established that pay is an issue in not only the recruitment process but also between pay grades resulting in compression. The evaluation and implementation of a new public safety pay plan by the city will help to alleviate these problems. This has proven to have a large impact on recruitment and retention for both internal and external candidates.

### **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.

**Verification:** The department excels in this area in that it has National Academy of Sports Medicine (NASM) certified personnel trainers on each shift to work with anyone that may require assistance. The department also has taken an aggressive approach to the clean cab concept in order to reduce the potential of our members having acquiring cancer in the future as outlined in SOP 515.0 Carcinogen Reduction Clean Cab. The department has established a comprehensive PPE program as outlined in SOP 501.0 PPE Requirements and has also purchased a second set of PPE for each member in order to help alleviate carcinogen exposure. It also has one of the most aggressive PT programs in that it encompasses all members of the department. This is a very rare concept and has proven to be very beneficial. Implementation of 515.0 Carcinogen Reduction Clean Cab is complete. Implementation of a quiet room within the Communications Center has made a safe place for personnel to decompress after particularly difficult or stressful calls and dispatching incidents. Implementation of 24" monitors and task lighting at dispatch consoles will assist with eye strain. Implementations of under-the-console mini cycles allow personnel to exercise at their desk in an effort to combat sedentary requirements of the job.

**Objective 3B:** Improve awareness to reduce injury in the workplace.

**Verification:** The department does a good job in this area through its health and wellness training with chiropractors that discuss proper lifting techniques and yoga for its members. This helps the members of the department with alternative methods to reduce workplace injuries. This is also in addition to the city's safe personnel software that reviews ways to reduce workplace injuries. An area that the department could improve on would be to perform periodic case reviews of injuries that other firefighters have encountered and what lessons can be learned from those incidents. This can also be accomplished by reviewing National Institute for Occupational Safety and Health (NIOSH) reports from departments across the country. The department could acquire this data through NIOSH and near miss reports.

**Objective 3C:** Develop a comprehensive behavioral health initiative to provide assistance to all Fire Department employees Initiative.

**Verification:** The organization has recently established a comprehensive peer to peer behavioral health program that has already been utilized multiple times by members of our department. The department has excelled in this area in that the department has received the best training and mentoring from the recognized top professionals in this field. As a result of this training the members of the department know that they can reach out to anyone at any time and get the assistance that they may need. The department continues to work with the National Research Development Institute as one of eight departments in a focus group for behavioral health opportunities and improvement.

#### **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.

**Verification:** The department needs to take a fresh look at the issues that are affecting the services that it provides. The department does a great job of providing public education programs for the elementary schools in its community. The department needs to have a stronger but equal focus on our assisted living facilities and perform more outreach programs there. We should be doing monthly lunch and learns and delivering a presentation on a different topic each month. This is a population group that has historically been underserved in most communities. Public education programs have been enhanced to meet the needs of all target hazard needs of the community. Streamlining of building permit processes has increased the efficiency of staff and the construction and development community.

**Objective 4B:** Develop a comprehensive behavioral health initiative to provide assistance to all Fire Department employees Initiative.

**Verification:** See 3C

**Objective 4C:** Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and personal safety.

**Verification:** As a department we maintain the current national and local trends as they relate to public education programs. This can be accomplished by sending representatives of our department to national conferences, seminars and other trainings in order to stay updated on the current issues and ways to resolve those issues that are facing our communities. The department has established SOP 403.0 Public Education development and the implementation of a comprehensive educational program for identified risks and target hazards within our community. The addition of 9-1-1 Communications Center personnel into the program will educate the community on the appropriate use of 9-1-1 and dispatch assisted bystander CPR.

#### **Goal 5- Develop Our Organization to Lead the Fire Service**

**Objective 5A:** Achieve financial stability and growth to provide needed resources and services.

**Verification:** This is a tricky issue for the department in that it requires the governing body to address the overall financial stability of the city. The department is outgrowing our current financial situation in that it is difficult to complete required projects due to tight finances. The department as a whole has done well with the management of our budget and has done what we can with the budget that it was given. At times this has meant that it has had to delay a project or split the project between two budget cycles, which is not ideal. However, at this time it works. There will come a time in the very near future when this will no longer work for the department and it will have to make some difficult decisions such as cuts to staffing and or services provided.

**Objective 5B:** Enhance data collection and performance measurement.

**Verification:** The department has established processes and policies to ensure measurement of established benchmarks are consistent and precise. This ongoing effort includes the identification of target hazards within the community and establishment of a pre-planning program to ensure that all personnel are aware of the hazards of these occupancies as well as ensuring that the defined response addresses the

defined hazards. In addition, the department established response time performance objectives as outlined in SOP 135.0 and publishes daily shift summary reports, monthly performance reports, the monthly city manager report, and the Kingman Fire Department Annual Report to provide ongoing analysis of service levels and performance to ensure data based decisions are made.

**Objective 5C:** Decrease the Insurance Service Offices Public Fire Suppression Rating Schedule classification

**Verification:** See 5B. In addition, the department achieved a Public Protection Classification (PPC) from the Insurance Services Office (ISO) of 1

**Objective 5D:** Maintain international accreditation through the Center for Public Safety Excellence.

**Verification:** The department has excelled in this area in that it has recently just completed its annual compliance report. During the reporting process the department identified that it had addressed all but two issues. The two issues that were not addressed will be taken care of when the department builds its new station. Once the new station is complete it will have accepted and completed all recommendations from its initial accreditation site visit. The Communications Center initiated the Commission on Accreditation for Law Enforcement Agencies (CALEA) Public Safety Communications Accreditation process in June 2018.

# KINGMAN FIRE DEPARTMENT 2016-2021 STRATEGIC PLAN

## Accomplishments



The Kingman Fire Department has received International Accredited Agency status with the Commission on Fire Accreditation International (CFAI) for meeting the criteria established through the CFAI's self-assessment and accreditation program. The Kingman Fire Department is only one of 259 agencies across the world and becomes the 11th agency in the state of Arizona to achieve Internationally Accredited Agency status with the CFAI and the Center for Public Safety Excellence, Inc. (CPSE). Interestingly, 10% of the U.S. population is protected by an accredited agency.

Achieving accreditation involves conducting a comprehensive self-assessment and evaluation to examine past, current, and future service levels and internal performance and comparing them to industry best practices. The accreditation model promotes continuous improvement, strategic planning and constant evaluation of services on a regular basis. It has become the gold standard for fire departments worldwide. Accreditation is an international recognition of achievement. It shows to the community that our department is performing to industry best practices and is holding itself accountable through an external peer review. Accreditation reports often include peer recommendations for improvement beyond those your agency may have considered.

In addition to being Internationally Accredited, the Kingman Fire Department recently received a Public Protection Classification (PPC) from the Insurance Services Office (ISO) of 1. Communities across the country are assessed for their ability to protect property from the loss by fire by the Insurance Service Office (ISO). The PPC for fire protection is a 1-10 point scale with 1 representing the highest or best with 10 reflecting an area with little or no fire protection. Those areas of a community evaluated in the FSRS are water supply, emergency communications (911), and the fire department itself. Specifically within the fire department areas evaluated include firefighter daily staffing, fire apparatus, training, firefighting equipment, and pre-fire planning. Currently, there are only 70 fire departments that are CFAI accredited and have a Class 1 rating from ISO in the United States. The Kingman Fire Department is proud to be in such a distinguished group.

The Kingman Fire Department has focused on the following action items that supported objectives in the Kingman Fire Department 2016-2021 Strategic Plan and the Commission on Fire Accreditation International (CFAI)'s Accreditation Recommendations. This report documents progress made on the established Strategic Initiatives which includes 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

This report documents accomplishments within the 2016-2021 Kingman Fire Department Strategic Plan initiatives.

## ORGANIZATIONAL SERVICE IMPROVEMENT

Comprehensive data analysis conducted daily, monthly and annually to evaluate effectiveness of all programs to meet the needs of the department and the community.

Alarm handling time has decreased by over one (1) minute from 2017 levels which have helped decrease total response times.

Turnout times have been consistent in the area of the established 60 second benchmark which has helped to decrease total response times.

Turnout times have dropped from 3:05 in 2014 to 1:13 in 2017.

Increased training level of all members of the department. The department has realized a 75.26% increase in training hours as compared to 2011 and 2017 training hours.

Reduced responses to non-critical medical calls through the implementation of Medical Priority Dispatch.

Organizational command structure has been improved through better utilization of admin command staff in the event of a large scale incident.

Fire ground benchmarks, i.e., water on the fire, loss stopped, fire out, etc. are being tracked through radio communication from IC to Alarm and reported back to the organization on a daily, monthly, and annual basis.

Squad 2 has decreased the amount of calls that need to run utilizing a heavy apparatus for medical incidents.

Adding technology to ensure we are operating in the most efficient manner possible. This includes the upgrading of Image Trends, New Cardiac Monitors, MDC's and Toughbook computers for the Building & Life Safety Inspectors as well as city wide TrakIt upgrades and Aladtec for staffing. In addition, 9-1-1 Telephony and Computer Aided Dispatch (CAD) have been implemented in the communications center.

Merging the Building Department into the Fire Department to make the permit process more efficient for our customers and able to have all their needs met under one roof.

Knox box lockers are being placed in the engines to better secure narcotics.

Modernization of essential day to day equipment to ensure that the operations division has the tools they need to operate in the safest most efficient manner possible to include apparatus replacement plan.

Updated responses to include a four engine response to all reported residential / commercial structure fires within the city.

Increase in Auto / Mutual Aid Agreements with neighboring departments.

## PROFESSIONAL DEVELOPMENT

Professional designations through CPC increasing. Current numbers include 3 Chief Fire Officer's, 2 Chief Training Officer's, 1 Chief Emergency Medical Service Officer and 4 Fire Officer's.

Members of command staff have attained their Certified Building Official Certification

Currently we have 3 Captains attending Managing Fire Officer Program at the National Fire Academy.

Currently we have 2 Chief Officers attending the Executive Fire Officer Program at the National Fire Academy.

All admin personnel have completed the Blue Card Incident Command training program. This has also

Battalion Chief Mike Stapleton attended the state of Arizona Battalion Chief Academy to evaluate it. We will be sending other Battalion Chiefs to the program as it is a beneficial program.

Increase in Mentorship and Professional Development Programs.

Changed Operations Battalion Chief pay to reflect national trends.

Addressed compression and have moved some members of the department into their appropriate pay range.

Established a comprehensive Officer Development program for all members of the department.

<p>included the 3 Battalion Chiefs. Currently, we also have 3 Captains that are taking the online class as well.</p> <p>Established an acting Communications Center Supervisor program that requires personnel to demonstrate proficiency in the role prior to being placed in it.</p> <p>Task books have been updated to meet national standards and the needs of the department.</p> <p>Members of the department trained to the operations level in the area of Technical Rescue.</p> <p>Increased requirements for promotion to ensure that the right people are being promoted through a validated testing process.</p> <p>The department continues to send its members to the Fire Department Instructors Conference (FDIC) and Fire Rescue International for professional development opportunities</p>	<p>Employee development and inclusion into the organization processes for evaluation of department goals and objectives.</p> <p>Established a ride –up (Acting Engineer, Acting Captain and Acting Battalion Chief) program that requires that members of the department demonstrate proficiency in the role prior to being placed in it.</p> <p>All levels of personnel involved in the departments Strategic Planning sessions.</p> <p>All company officers completed the Incident Safety Officer class and are working on their National Certification.</p> <p>Increase in members of the department having memberships in various professional organizations for professional development.</p>
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**EMPLOYEE SAFETY, HEALTH, AND SURVIVAL**

<p>The department has taken great strides and has dramatically decreased the likelihood of members of our department acquiring cancer as a result of the clean cab initiative including 2<sup>nd</sup> set of turnouts and extractors at all fire stations.</p> <p>Implemented NFPA 1582 physicals for all department members annually.</p> <p>Increase in overall health of members of the department through a comprehensive health and wellness program to include peer fitness trainers on each shift with NASM certification.</p>	<p>As a testament to the success of our safety, health and survival program we were awarded the VFIS Billy Goldfeder Safety Award from the International Association of Fire Chiefs.</p> <p>Implemented the Physical Agility test for all operational members as validated by the National Research Development Institute from fire chief to firefighter.</p> <p>Developed and implemented a department wide PEER behavioral health support team in coordination with the National Research Development Institute</p> <p>The department continues to support the county wide CISM team.</p>
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**COMMUNITY ENHANCEMENT**

<p>The explorer post has been reestablished and allows for better community involvement and a connection with area high school students.</p> <p>The fire department implemented the citizen’s fire academy which was a tremendous success for the department and the community and increased our community outreach program.</p> <p>Strengthened relationship with Lee Williams High School Fire Program.</p>	<p>Establishment of an extensive community smoke detector program including after the fire and installation programs including after the fire as well as coordinated events throughout the community.</p> <p>The department established an aggressive social media campaign in order to update our citizens on what is happening at the fire department as well as community education messages including Facebook Twitter, and Instagram.</p> <p>Comprehensive Community Risk Reduction Program</p>
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Participate in opioid education and prevention program in conjunction with community partners.	development and implementation.
Established dedicated positions for public education and community risk reduction.	Aggressive CPR and AED program based on Utstein report for cardiac survivability.
Target hazard and risk analysis for Standard of Cover	Development of city-wide CPR program focusing on hands-only CPR as well certification opportunities.

**DEVELOP OUR ORGANIZATION TO LEAD THE FIRE SERVICE**

<p>The department has become an ISO class 1 accredited agency in the state of Arizona, which makes the department one of 239 departments across the country to attain this level of protection. As result of that we have become a department that other organizations in the state want to replicate their improvement models.</p> <p>Kingman Fire has become the leader in the county with the implementation of the Blue Card Incident Command system. We have been working with other departments to ensure that they are ready to roll out their Blue Card system.</p>	<p>The department has taken great strides and has dramatically decreased the likelihood of members of our department acquiring cancer as a result of the clean cab initiative including 2<sup>nd</sup> set of turnouts and extractors at all fire stations.</p> <p>Developed and implemented a department wide PEER behavioral health support team in coordination with the National Research Development Institute</p> <p>Kingman Fire Department has taken the lead role in the establishment of the Mohave County Regional Hazardous Materials Response Team.</p>
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**Watchword for 2019:** A watchword is a word that embodies a principle or guides action of an organization. The watchword for 2019 is **Commitment**. We will be dedicated to a common purpose – providing excellent service to the city of Kingman and the community in which we serve. We will do this with keen focus on care for ourselves, each other and those we serve.