

Kingman Fire Department

2016-2021 Strategic Plan Performance Indicators



Developed by Fire Chief Jake Rhoades: May 2016
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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 Values 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. 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.

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.

Timeframe: September 2016 - Ongoing				
Objective 1A	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	Identify services and service levels to be provided for fire, rescue, special operations, communications, emergency medical services, and community risk reduction		<ul style="list-style-type: none"> Establish baseline performance to measure compliance with established Standard of Cover for emergency response 	Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within four (4) minutes, 90% of the time, within the city limits and within eight (8) minutes, 90% of the time with an effective response force
<ul style="list-style-type: none"> Conduct vulnerability assessment of the Department and community <i>Align community needs for personnel necessary for the delivery of services</i> Consider the fire service model of service delivery based upon available resources and community needs 			<p>Completion of Vulnerability Assessment Program www.firevap.org</p> <p><i>Included with Goal 4 due to alignment of Objectives.</i></p> <p>Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within four (4) minutes, 90% of the time, within the city limits and within eight (8) minutes, 90% of the time with an effective response force</p>	<p>Inclusion of outcome into Community Risk Assessment and Standards of Cover for Emergency Response</p> <p><i>Goal 4- Develop an effective community communication and outreach program.</i></p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i></p> <p><i>*Identify alternate means of response; priority dispatch, Mutual aid, Automatic aid, Rapid Response Vehicles, Paramedicine. Change the service model.</i></p>
		<ul style="list-style-type: none"> Improve overall response to emergency incidents through response and training 	Ensure operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire	<p>Annual Review of CFAI Standards: Annual reviews and internal audits should be conducted to determine compliance.</p> <p><i>Annual CFAI Performance reports</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p>

		<ul style="list-style-type: none"> ▪ Increase staffing levels to meet service levels and standards utilizing alternative means ▪ Adopt and adhere to measureable standards and clear performance targets 	<p>Service Accreditation.</p> <p>Identify alternative means of service and operations</p> <p>Ensure operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation.</p>	<p>Proactively look at staffing models for alternative levels of response and identify automatic aid agreements, consolidation of services, intergovernmental agreements, and SAFER grants funding.</p> <p>Include fiscal requirements in community improvement plan (CIP)</p> <p>Perform analysis of Part Time Firefighter (POC) Program</p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p>
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Objective 1B	Timeframe: January 2017			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	<p>Develop mutual and automatic aid agreements with surrounding fire service agencies.</p>	<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. 	<p>4 minute response time after “responding” 90% of the time, including mutual aid responses.</p> <p>Maintain effective geographical company distribution for rapid response to fire and rescue emergencies.</p>	<p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p><i>*Identify mutual aid and automatic aid opportunities to include AVL responses and consolidation of resources within responding and available agencies to closest unit assignment</i></p>

		<ul style="list-style-type: none"> ▪ 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. 	<p>Explore agencies and organizations proactively that provide beneficial services.</p> <p>Ensure that emergency response deficiencies are addressed proactively</p> <p>Mutual aid and automatic aid agreements established with neighboring districts to increase level of service</p>	<p>Create regional response teams for specialized disciplines; hazardous materials and technical rescue. Identify agencies that mutually benefit from collaboration of services for both emergency and non-emergency partner agencies</p> <p><i>805.0 Annual Training Plan</i></p> <p>Develop annual training plan that includes fire districts and adoption of Kingman standards on annual basis. Participate collaboratively in FEMA grant processes to ensure compatibility in operations to include communications. Number of AFG Regional Applications:</p> <p><i>805.0 Annual Training Plan</i></p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Collaborate non-emergency services; investigation, prevention, public education, training among partner agencies and explore mutual opportunities with non-partner organizations</p>
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Timeframe: December 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 1C	Ensure the stability of critical infrastructure to support fire department needs.	<ul style="list-style-type: none"> ▪ Develop a comprehensive facilities assessment and identify needed improvements 	The department should evaluate facilities to identified problems and anticipate needs prior to critical situations occurring.	<p>Completion of annual facility inspection in July. Analysis of facility needs shall occur through the inspection of each department building by command staff each year.</p> <p>Develop cost analysis of operational costs versus capital requests analysis</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p>
		<ul style="list-style-type: none"> ▪ Develop a planning document for facility renovation, reconstruction, or addition of future facilities to meet the identified mission. 	The department should create a facility assessment whitepaper to include renovations, reconstruction, and	<p>Inclusion of the results of the Facilities whitepaper shall be included in the capital improvement plan for renovations, reconstruction, and future facilities.</p> <p>Presented for inclusion in Community Improvement Plan (CIP)</p>

		<ul style="list-style-type: none"> ▪ 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>future facilities.</p> <p>The department should create a training grounds and equipment assessment whitepaper to include local and regional facilities.</p> <p>The department should create an apparatus deployment and replacement plan.</p> <p>The creation of whitepapers for planning purposes shall include all capital improvements for facilities, equipment, and apparatus.</p> <p>The department should evaluate facilities to identified problems and anticipate needs prior to critical situations occurring.</p>	<p>Inclusion of the results of the training grounds facility and equipment whitepaper shall be included in the capital improvement plan for renovations, reconstruction, and future facilities.</p> <p>Identify alternate funding sources for facility upgrades</p> <p>Presented for inclusion in Community Improvement Plan (CIP)</p> <p>The departments' apparatus deployment and replacement plan will be included in the capital improvement plan for apparatus as well as staff vehicles. The use of refurbishment shall be explored for fiscal incentive.</p> <p>Develop cost analysis of age of apparatus versus service costs by age.</p> <p>Identify alternate funding sources for apparatus replacement</p> <p>Presented for inclusion in Community Improvement Plan (CIP)</p> <p>The development of short-term, mid-range, and long term capital improvements shall be presented during the annual budget sessions as capital improvement items for each timeframe established.</p> <p>Completion of annual facility inspection in July. Analysis of facility needs shall occur through the inspection of each department building by command staff each year.</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p>
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Objective 1D	Timeframe: May 2016 - Ongoing			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	Increase the delivery of emergency	<ul style="list-style-type: none"> ▪ Establish baseline performance to measure compliance with established service levels 	Respond to emergency incidents and through the quality assurance	Cardiac survival, STEMI, Stroke / CVA and equipment failure shall be monthly topics of review in EMS / Quality Assurance committee meeting and reported to the Fire Chief for Monthly Activity Reporting.

	<p>medical services in the community.</p>	<p>including areas of high risk and high probability for quality assurance purposes.</p> <ul style="list-style-type: none"> ▪ 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. 	<p>process, demonstrate effective and proper EMS skills.</p> <p>Administration comprehensive quality improvement program EMS program. twelve (12) EMS CEU classes per year (3 per quarter) Ensure 100% recertification of EMT-Basic and EMT-Paramedic employees Produce at least three (3) new EMT-Paramedics annually</p> <p>Review specified emergency medical incidents for quality assurance.</p> <p>Proactively address home health services to reduce call volume</p> <p>Development of education materials and institution of priority dispatch to reduce non-emergency responses</p> <p>Utilize stakeholder groups for partnership and education core committee</p>	<p>Up to “10%” of all encounters, monthly.</p> <p>Measure CQI results quantitatively</p> <p><i>711.0 Quality Assurance and Quality Improvement</i></p> <p>Ensure compliance with annual training plan and develop system of re-certification for all personnel.</p> <p>Maintain list of paramedic candidates to ensure succession and staffing levels are maintained per SOP 201.0 Minimum Staffing.</p> <p>Minimum of four (4) paramedics will be maintained at all times as overtime allows with at least one (1) paramedic on all frontline apparatus.</p> <p>Total number qualified/total personnel = %</p> <p>Development replacement training program of paramedics</p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Identify non-emergency response plan in partnership with health care providers. Number of visits versus reduction in call volume in comparable timeframe</p> <p>Number of visits versus reduction in call volume in comparable timeframe. Establish educational parameters for health care and assisted living facilities as well as target audience for falls</p> <p>Number of visits versus reduction in call volume in comparable timeframe for falls and critical measurable</p> <p>Identify high risk groups with measurable of educational opportunities and contacts</p>
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		<ul style="list-style-type: none">▪ Explore emerging service delivery trends.	Ensure continued involvement in research to improve efficiency and effectiveness of operations	Projects include local capital expenditure research, participating with State Homeland Security, and work with the Executive Fire Officer Program. Measure number of participation opportunities and utilization for Kingman Fire Department.
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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.				
	Timeframe: July 2016 - Ongoing			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 2A	Incorporate leadership training throughout the organization	<ul style="list-style-type: none"> Conduct a workforce analysis that ensures current and future quality staffing. 	<p>Included with Objective 2D due to alignment of Objectives.</p>	<p>Objective 2D: Maintain and enhance current training program and opportunities</p>
		<ul style="list-style-type: none"> Determine the current level of training proficiency of department personnel as individuals, companies, and response forces 	<p>Ensure operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation.</p>	<p>Annual Review of CFAI Standards: Annual reviews and internal audits should be conducted to determine compliance.</p> <p><i>805.0 Annual Training Plan</i></p>
		<ul style="list-style-type: none"> Identify the skills needed to lead in today's environment and into the future. 	<p>Ensure officer development occurs on a quarterly basis and that meetings of officers occur each month with an agenda and discussion session. This shall be integrated into the department's training calendar.</p>	<p>Officer development each quarter includes the entire department as part of succession planning. Officer Development Academy Participation; Fire Engineer Academy participation.</p> <p><i>Total number qualified/total personnel = %</i></p> <p><i>805.0 Annual Training Plan</i> <i>863.0 Fire Engineer Academy</i> <i>865.0 Officer Development Academy</i></p>
	<ul style="list-style-type: none"> Develop leadership training and modeling relevant to all employees within the organization 	<p>The development of the Annual Training Plan should include all areas of hazard mitigation for each level of the department for a comprehensive approach</p>	<p>The annual training plan is reviewed annually for relevance and revision to ensure the needs of the individual and department are being met.</p> <p>Analyze Annual MCS Test Scores for Proficiency in ATP <i>805.0 Annual Training Plan</i></p> <p>Annual Compliance with Established topics and identified Objectives</p>	

	<ul style="list-style-type: none"> Enhance leadership resources available for personal development Incorporate development of leadership principles into promotional opportunities. Ensure all personnel are highly qualified for current positions 	<p>Provide developmental training for company officers and chief officers in compliance with NFPA 1021.</p> <p>Ensure promotional requirements are offered on an bi-annual basis</p> <p>The department should ensure all personnel are properly evaluated, with required documentation, annually.</p>	<p>Conduct annual review to determine current certification requirements for Future Company Officers.</p> <p><i>805.0 Annual Training Plan</i></p> <p>Conduct monthly review of training hours for current Company Officers, to include training courses, officer meetings, etc</p> <p>Development of Annual Training Plan allows for availability of training course for promotional requirements: Number of course offerings v. Number of attendees.</p> <p><i>805.0 Annual Training Plan</i></p> <p>Evaluations must be completed in the month of May and include a meeting with their direct supervisor.</p> <p><i>180.0 Personnel Evaluations</i> <i>160.0 Promotions and Testing Process</i></p>
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Timeframe: July 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 2B	Implement succession planning into the organization	<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 	<p>The department should ensure all personnel are properly evaluated, with required documentation, annually.</p>	<p>Evaluations must be completed in the month of May and include a meeting with their direct supervisor.</p> <p><i>180.0 Personnel Evaluations</i> <i>160.0 Promotions and Testing Process</i></p>
		<ul style="list-style-type: none"> Prepare the next generation of leaders and managers through ongoing education, training, professional development, and succession planning. 	<p>Increase professional skills and training levels by funding and providing professional growth opportunities.</p>	<p>Number of personnel qualified for each promotional position evaluated annually during training audit.</p> <p>Total number qualified/total personnel = %</p> <p>Ensure that all Chief Officers attend at least one (1) outside training seminar per fiscal year each.</p>
		<ul style="list-style-type: none"> Develop a career planning process 	<p>Provide roadmap from firefighter to fire chief of all promotional requirements and timeframes</p>	<p><i>165.0 Career Development</i></p> <p>Update job Descriptions providing alignment with promotional requirements.</p> <p>Number of personnel qualified for each promotional position</p>

		<ul style="list-style-type: none"> 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. 	<p>Implement Task Books and Acting position SOP to ensure qualified personnel on permanent and long term basis</p> <p>Increase professional skills and training levels to all members by providing internal opportunities for leadership development and communication of department issues.</p> <p>Ensure that all personnel are aware of the promotional requirements for each position and process remains up to date</p>	<p>evaluated annually during training audit. Number of personnel available for “acting” duty assignments</p> <p>Review Process annually for all positions in compliance with job descriptions</p> <p><i>165.0 Career Development</i> <i>840.0 Acting Engineer Requirements</i> <i>841.0 Acting Captain Requirements</i> <i>842.0 Acting Battalion Chief Requirements</i></p> <p>Number of personnel qualified for each promotional position evaluated annually during training audit. Number of personnel available for “acting” duty assignments</p> <p>Ensure officer development occurs on a quarterly basis and that meetings of company officers occur each month with a regimented agenda and discussion session. This shall be integrated into the department’s training calendar.</p> <p><i>805.0 Annual Training Plan</i> <i>863.0 Fire Engineer Academy</i> <i>865.0 Officer Development Academy</i></p> <p>Promotional processes are reviewed upon conclusion of each process to identify areas of improvement and relevance to department operations. Under review includes the scoring of applicants in all areas.</p> <p><i>160.0 Promotions and Testing Process</i> <i>165.0 Career Development</i></p>
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Objective 2C	Timeframe: December 2014 - Ongoing			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	Delegate decisions to the appropriate level of the organizational structure	<ul style="list-style-type: none"> Empower all employees to make decisions based on policy and experience. 	Utilize company and chief officer empowerment for decision making and recommendations	<p>Ensure officer development occurs on a quarterly basis and that meetings of company officers occur each month with a regimented agenda and discussion session. This shall be integrated into the department’s training calendar.</p> <p><i>805.0 Annual Training Plan</i> <i>863.0 Fire Engineer Academy</i> <i>865.0 Officer Development Academy</i></p>

		<ul style="list-style-type: none"> ▪ 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. 	<p>Increase opportunities for mentoring and acting in positions above by providing internal opportunities for leadership development</p> <p>Provide opportunities for organizational input</p> <p>Ensure participation in work groups, committees includes all levels of the department</p>	<p>Number of personnel qualified for each promotional position evaluated annually during training audit. Number of personnel available for “acting” duty assignments. Reviewed on quarterly basis.</p> <p>Total number qualified/total personnel = %</p> <p><i>160.0 Promotions and testing Process</i> <i>840.0 Acting Engineer Requirements</i> <i>841.0 Acting Captain Requirements</i> <i>842.0 Acting Battalion Chief Requirements</i></p> <p>Conduct monthly staff, officer, shift meetings as well as compliance</p> <p><i>126.0 Suggestions</i> <i>154.0 Department Organization</i> <i>155.0 Strategic planning Committees</i></p> <p>Evaluate participation in committees and participation through agenda and maintenance of committee minutes</p> <p><i>155.0 Strategic Planning Committees</i></p>
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Timeframe: January 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 2D	Maintain and enhance current training program and opportunities	<ul style="list-style-type: none"> ▪ Review training records, annual evaluations, requests, and feedback in the development of the annual training plan 	Review, audit, and purge training records of all members annually.	Annual Review of all training records, certifications, and compliance with job description
		<ul style="list-style-type: none"> ▪ Identify current personnel training gaps for the development of individual training plans 	Require all members to complete MCS and task books as required for promotional requirements and annual evaluations	<p>100% of all compliance certification reviewed</p> <p>Identify deficiencies and training gaps through annual MCS evaluations and promotional process to identify training deficiencies and gaps</p> <p>CQI review of EMS</p> <p><i>810.0 Minimum Company Standards</i> <i>829.0 Fire Engineer Position Task Book Process</i> <i>860.0 Chief Officer Position Task Book Process</i> <i>861.0 Fire Captain Position Task Book Process</i></p>

		<ul style="list-style-type: none"> ▪ 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 member ▪ 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 	<p>Ensure safety is incorporated into all training events from delivery to curriculum</p> <p>Purchase identified needs for manuals for station inventory every year. All stations firefighters should receive applicable manuals for NFPA 1001 and 472 compliance.</p> <p>Deliver courses necessary for certification, required training, mandated training, and best practices per the annual training plan</p> <p>Ensure continued involvement in research outside opportunities and instructors</p> <p>Ensure continued Awareness in current business practices for customer service</p> <p>The department should ensure all personnel are properly evaluated, with required documentation, annually.</p>	<p>Incorporation of safety concepts into training curriculum. Prepare Incident Safety Officer and Health and Safety Officer for in-house delivery to all personnel</p> <p><i>805.0 Annual Training Plan</i></p> <p>Conduct needs assessment as part of the Community Improvement Plan (CIP) process.</p> <p>Update Kingman Fire Department Training Facility Plan on an annual basis in accordance with the needs of the department</p> <p>Utilize the training committee as the primary input and ensure all divisional needs are incorporated along with ancillary duties.</p> <p><i>805.0 Annual Training Plan</i> <i>155.0 Strategic Planning Committees</i></p> <p>Measure compliance with delivery.</p> <p>Provide a minimum of two (courses) annually for certification or specialty information and at least one course with outside Instructor(s)</p> <p><i>805.0 Annual Training Plan</i></p> <p>Utilize surveys and other instruments to gain feedback for community. Measure amount of surveys attained and identify trends that may be addressed through training and personnel development.</p> <p><i>835.0 Training Preparation</i> <i>836.0 Training Course Instructor Evaluation</i></p> <p>Evaluations must be completed in the month of May and include a meeting with their direct supervisor.</p> <p><i>835.0 Training Preparation</i> <i>836.0 Training Course Instructor Evaluation</i></p> <p>Number of personnel qualified for each promotional position evaluated annually during training audit.</p> <p><i>165.0 Career Development</i></p>
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180.0 Personnel Evaluations
 160.0 Promotions and Testing Process
 805.0 Annual Training Plan

Timeframe: December 2016 - Ongoing				
Objective 2E	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	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.	<ul style="list-style-type: none"> Assess the current pay system and compare to others. 	<ul style="list-style-type: none"> Compensation of employee salary in comparison to market analysis including base and certification incentives 	<ul style="list-style-type: none"> Annual salary and compression analysis during annual budget process.
<ul style="list-style-type: none"> Create a competitive pay system that is equitable. 		<ul style="list-style-type: none"> Participate in the development of compensation plan analysis and implementation 	<ul style="list-style-type: none"> Annual salary and compression analysis during annual budget process. 	
<ul style="list-style-type: none"> Identify pay disparities, develop and implement a plan to correct them. 		<ul style="list-style-type: none"> Compensation of employee salary in comparison to market analysis including base and certification incentives 	<ul style="list-style-type: none"> Annual salary and compression analysis during annual budget process. Develop employee driven compensation committee 	
<ul style="list-style-type: none"> Develop and find alternative funding sources for additional positions. 		<ul style="list-style-type: none"> Participate in the development of compensation plan analysis and implementation 	<ul style="list-style-type: none"> Annual salary and compression analysis during annual budget process. 	
<ul style="list-style-type: none"> Determine alternatives to pay that could aid in retention. 		<ul style="list-style-type: none"> Provide understanding of alternatives in compliance federal, state ad local laws and regulations 	<ul style="list-style-type: none"> Analyze alternatives for incentives and scheduling to provide potential offset to salary and compensation. 	

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	Timeframe: January 2015 - Ongoing			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	Enhance the health and safety of all department members.	<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. 	<p>Provide all elements of a complete wellness / fitness program in compliance with NFPA 1582 and NFPA 1583</p> <p>Deliver infectious control training and ensure proper Follow-up to all possible exposure cases.</p> <p>Utilize available resources necessary to provide adequate information to members</p> <p>All members of the Department shall complete all aspects of the physical fitness program</p>	<p>Schedule all Members for Mandatory medical Physicals as Recommended by NFPA 1582.</p> <p><i>113.0 Medical Evaluation</i> <i>209.0 Physical Fitness Training</i> <i>210.0 Physical Fitness Assessment</i> <i>213.0 Return to Work Functional Capacity Requirements</i></p> <p>Measure: Physicals delivered annually: Cardiac CT Scans: Stress Tests:</p> <p>% employees attending/ % passing/% with issues resolved/% with issues outstanding</p> <p>Measure the number of infectious disease exposure each quarter and evaluate program to ensure it meets member and department needs.</p> <p>Develop exposure program for long-term tracking of employees.</p> <p>%exposure/% failure by procedure/% deficient information Deliver promotion of health and wellness internally on a quarterly basis.</p> <p><i>805.0 Annual Training Plan</i></p> <p>Measurement of training hours, number of remedial fitness prescriptions, attainment of benchmark physical Agility test.</p> <p><i>805.0 Annual Training Plan</i> <i>SOP 210.0 Physical Fitness Assessment</i></p>

		<ul style="list-style-type: none"> Analyze the Peer Fitness Trainer programs for credentials and areas of improvement 	Increase PEER Fitness instructors training levels to all members provides the services necessary department members	Ensure all PEER trainers receive and maintain certification necessary training and certification to perform their functions and fitness instructors in multiple disciplines.
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Timeframe: December 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 3B	<p>Improve awareness to reduce injury in the workplace</p>	<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. 	<p>Utilize resources to provide adequate information to members and increase knowledge of injury prevention</p> <p>Determine injuries and acts responsible for firefighter injuries using data gathered from Human Resources Dept.</p> <p>Number of members Uniforms and PPE inspected annually to ensure safety and compliance.</p>	<p>Deliver risk management training on an annual basis as well as gap analysis to identify areas of risk and deficiencies in education and reporting.</p> <p>Measurement: successful completion of Teledoc process and documentation.</p> <p>Complete Study by December 1 of every year</p> <p>List reoccurring injuries and potential ways to mitigate (all shifts). Identifiable trends through HR and safety committee</p> <p>Completion of annual PPE inspection in July. Analysis of needs shall occur through the inspection of each individual by command staff each year.</p> <p>Display the percentage of PPE Inspected annually</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p>

Timeframe: January 2016 - January 2017				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 3C	<p>Develop a comprehensive behavioral health initiative</p>	<ul style="list-style-type: none"> Manage day-to-day events that occur that may increase the risk to all employees' mental health. 	<p>Ensure emergency response performance standards on scene are safe, efficient and in</p>	<p>All incidents monitored and team availability and run card with CAD is active for deployment</p> <p>Ensure all employees understand CISM process</p>

	<p>to provide assistance to all Fire Department employees Initiative.</p>	<ul style="list-style-type: none"> ▪ 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. ▪ Encourage and support health and wellness through identified resources that provide training and education to member's families. 	<p>conformance with adopted policies and guidelines.</p> <p>Ensure CISM training occurs on a quarterly basis and that meetings of company officers occur each month with a regimented agenda and discussion session.</p> <p>Ensure operations and goals coincide, as feasibly as possible, with the recommendations of CISM and industry best practices</p> <p>Provide resources and personnel to ensure involvement in local, regional and national support.</p> <p>Ensure behavioral health training occurs on a quarterly basis and that meetings of family members are offered quarterly with a regimented agenda and discussion session. This shall be integrated into the department's training calendar.</p>	<p><i>110.0 Critical Incident Stress Management</i></p> <p>This shall be integrated into the department's training calendar. In addition, all members shall be provided opportunity for training</p> <p>Annual reviews and internal audits should be conducted to determine effectiveness.</p> <p>Annual reviews and internal audits should be conducted to determine resource availability meets department members needs</p> <p><i>110.0 Critical Incident Stress Management</i></p> <p>Annual Review of all family member participation and training rosters to ensure topic effectiveness and participation.</p>
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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	Timeframe: September 2016 - Ongoing			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	<p>Improve the process of reaching specific target audiences based on risk and risk groups.</p>	<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 	<p>Allow for engagement of community through media and social media opportunities</p> <p>Identify target groups for specific topics and ensure collaboration and solicitation of input.</p> <p>Communicate the initiatives of the department and accomplishes, department and individuals for community involvement</p> <p>Explore alternate means of communications for stakeholders; internal and external.</p> <p>Ensure that Fire Department interests are represented at all community events and fundraisers including</p>	<p>Ensure that all significant events receive coverage through social media and other forms of media. Measure how many articles or press coverage is received annually.</p> <p>Track the number of followers and identify trends based on participation and likes.</p> <p>Identify HOA, social, and other community groups for public meeting attendance to ensure specific topics are addressed and recorded.</p> <p>Evaluate demographics of community for specific communication methods and types</p> <p>Ensure participation in annual strategic planning session Publish weekly social media announcements and special event communications.</p> <p>Ensure the department is in print media on all activities within the community on at least a monthly basis</p> <p>Establish formal Public Information Officer (PIO) position and duties</p> <p>Develop a quarterly newsletter of department occurrences, information, and highlights for publication and delivery to stakeholders</p> <p>Identify events for participation and document to ensure participation. Count the number of events and department participants each quarter.</p> <p>Track all station visits, tours, and school visits. Add smoke detectors,</p>

		<ul style="list-style-type: none"> ▪ Develop a comprehensive plan to gather customer service feedback. ▪ Analyze feedback from community during stakeholder meetings or as it occurs. 	<p>charity and non-profit.</p> <p>Survey our citizens that we have responded to in order to determine our strengths and weaknesses in customer service.</p> <p>Utilize various forms of feedback and analyze to bring forth during the annual strategic planning session and inclusion there within.</p>	<p>car seats, and HOA presentations. Ensure age range and age appropriate and identify community specific education.</p> <p>Develop a comprehensive survey system allowing for feedback from all customers based on performance, professionalism, and level of customer service.</p> <p>Collect all feedback, including internal documentation, for analysis during annual budget and strategic planning session.</p>
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Timeframe: March 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 4B	Enhance the overall customer experience in emergency and non-emergency incidents.	<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive Community Risk Reduction Program 	We will reduce the number and loss from fires through the course of the year	Annual loss / save data analysis versus the types of public education events and code enforcement activities to identify areas of deficiency.
		<ul style="list-style-type: none"> ▪ Develop a post-incident follow-up process for the customer. 	We will develop a program to conduct smoke detector checks and installations at local residences.	Identify and document number of Public Education contacts
		<ul style="list-style-type: none"> ▪ Develop a community based educational plan on emergency preparedness program 	We will use the website as both a public education tool and a public relations tool.	Ensure the number of installations and “after the fire” program deliver is compatible with number of working fires.
		<ul style="list-style-type: none"> ▪ Enhance community and business collaboration to promote safety and reduce risk 	We will deliver a comprehensive Public Education program to school children.	Develop resources list for victims after and incident for support.
		<ul style="list-style-type: none"> ▪ Monitor opportunities to embrace technology to improve citizen interaction, community 	Provide resources and technology to ensure department and	A program to ensure all risk groups and hazards specific to the city of Kingman is developed. Annual compliance with numbers reach per topic, and participation.
				Operational plan to facilitate annual inspections of commercial occupancies
				Number of inspections conducted by inspectors
				Monitor and identify availability of grant opportunities that can be utilized for FP&S grant application and opportunity.

		<p>awareness, or life safety trends such as PulsePoint</p> <ul style="list-style-type: none"> ▪ Increase opportunities for face-to-face interaction to provide and exchange information 	<p>community involvement in increased emergency and non-emergency response</p> <p>We will track and attempt to intervene in all fires involving juvenile fire setters.</p>	<p>Investigate all suspicious and high dollar loss fires to ensure proper follow-up to all pertinent incidents. Identify number of Juvenile fire setter interventions.</p> <p>Develop investigation process with partner agencies for the proper resource assignment and use for all suspected arson fires.</p>
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Timeframe: July 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 4C	Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and personal safety.	<ul style="list-style-type: none"> ▪ Provide appropriate and sustainable fire prevention services to meet the current and future needs of the community 	<p>We will achieve an increased level of safety for the community by ensuring that buildings meet or exceed the standards provided by ICC based codes.</p>	<p>Number of programs delivered analyzed during annual budget and annual report process.</p>
		<ul style="list-style-type: none"> ▪ Perform an incident response type review with follow-up community education. 	<p>We will develop a program to conduct smoke detector checks and installations at local residences.</p>	<p>In accordance with 2016 Fire Prevention and Safety grant compliance.</p>
		<ul style="list-style-type: none"> ▪ Develop and launch a comprehensive program to educate the public on wildfire mitigation issues and wildland fire potential. 	<p>Ensure all residents are educated in the dangers of wildland urban interface and the department is equipped to handle these types of events effectively</p>	<p>Develop Fire Safe Community and wild land urban interface initiative.</p>
		<ul style="list-style-type: none"> ▪ Introduce Citizens Fire Academy and fire explorers as well as Community Emergency Response Training (CERT) 	<p>We will provide a basic firefighter academy class to all new probationary members</p>	<p>Ensure all citizens have an opportunity to complete CERT training. Additional members complete an academy as described in policy.</p> <p>Develop citizens fire academy and CERT program.</p>

		<p>classes to the community.</p> <ul style="list-style-type: none"> ▪ Automate the process for scheduling fire station tours, fire engine visits, community room requests, fire extinguisher training, and CPR and AED demonstrations. 	<p>of the department. Ensure all probationary members complete an academy as described in SOP</p> <p>Provide scheduling opportunities that can be utilized by the community to ensure the needs of stakeholders; internal and external, are met</p>	<p>The annual training plan is reviewed annually for relevance and revision to ensure the needs of the individual and department are being met.</p> <p><i>805.0 Annual Training Plan</i></p> <p>Annual Compliance with Established topics and identified Objectives</p>
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DEVELOP OUR ORGANIZATION TO LEAD THE FIRE SERVICE

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, he 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

Timeframe: May 2016 - Ongoing				
Objective 5A	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	<p>Prepare for, pursue, achieve and maintain international accreditation through the Center for Public Safety Excellence</p>		<ul style="list-style-type: none"> Analyze policies, practices and equipment that need improvement or modification to meet industry best practices. 	<p>Develop department plans and SOPs based on SOP accountabilities, national guidelines and city strategies and best practices</p>
		<ul style="list-style-type: none"> Identify service gaps that negatively impact the department. 	<p>Perform a gap analysis as well as SWOT analysis during annual strategic planning session</p>	<p>Prioritize according to safety of personnel and public and core programs. Utilize the minutes from the various committees and meetings to identify gaps (internal and external).</p> <p><i>154.0 Department Organization</i> <i>155.0 Strategic Planning Committees</i></p>
		<ul style="list-style-type: none"> Determine and implement any changes needed to attain accredited Performance. 	<p>The philosophy of continuous improvement in all areas of responsibility, function and processes for enhanced service to the community</p>	<p>Complete and submit Strategic Plan, Standards of Cover and Self-Assessment for review by CFAI Peer Team. Receive CFAI Peer Team recommendation to CFAI for Accredited status. Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.</p> <p><i>Annual CFAI Performance reports</i></p>
		<ul style="list-style-type: none"> Report all departmental changes via compliance reports 	<p>Documentation of changes for transparency and also communication for</p>	<p>Track all SOP changes on the Master SOP compliance form. Also, track progress on the Strategic Plan Performance Indicators Master Form</p>

		<ul style="list-style-type: none"> Establish and ensure Continuous Improvement based training for Department members Promote innovation in the organization. 	<p>All department business sessions (SOP implementation, etc) shall be conducted pursuant to conditions provided in the SOP and standard practice.</p> <p>Ensure the department maintains innovation in the delivery of all services; emergency and non-emergency to improve efficiency and effectiveness of operations.</p>	<p>Achieve CFAI Accreditation status in FY 2017. Annual Review of CFAI Standards: Annual reviews and internal audits should be conducted to determine compliance.</p> <p>Prioritize need versus greatest benefit to the department and community. Track expenditures within annual budget process.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p>
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Timeframe: May 2016 - Ongoing				
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
Objective 5B	Enhance data collection and performance measurement	<ul style="list-style-type: none"> Collaborate with the department's various divisions to seek performance measurement gaps. 	We will identify opportunities for collaboration and efforts that extend beyond traditional boundaries	Identify resources for rapid response vehicle as well as mobile integrated health unit and partnership to reduce overhead costs and diminished overhead maintenance.
		<ul style="list-style-type: none"> Review and analyze response data regularly. 	Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within four (4) minutes, 90% of the time, within the city limits and within eight (8) minutes, 90% of the time with an effective response force	Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports. SOP 135.0 Response Time Performance Objectives
		<ul style="list-style-type: none"> Develop a data collection and performance measurement improvement plan. 	Identify resources and technology to improve management of data and analysis	Ensure data collection data is accurate using CAD and ImageTrends comparisons to ensure accuracy. Annual CFAI Performance reports Annual Department Report

		<ul style="list-style-type: none"> Improve the current monthly and yearly activity reports to increase the quality of data collected and presented. 	Continue publication of data necessary to analyze department performance.	<p>Monthly Performance report Daily Shift Summary Report</p> <p>Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p>
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Objective 5C	Timeframe: May 2016 - December 2017			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	<p>Decrease the Insurance Service Offices Public Fire Suppression Rating Schedule classification</p>	<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. 	<p>Evaluating the hazards within the city of Kingman defines the repose plan as well as availability of resources</p> <p>Utilize the PPC within the ISO evaluation as an additional model for the improvement of services</p> <p>Analyze response capabilities based on response times and ability to mitigate various risk based on probability and occurrence.</p>	<p>Utilize the Standard of Cover developed for CFAI accreditation</p> <p>Ensure accuracy r Target Hazard Identification Worksheet.</p> <p>Annual analysis of Standard of Cover as well as department performance and resnse capabilities</p> <p>Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p> <p>Prepare for and conduct ISO evaluation in FY 2018</p> <p>Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p>

Objective 5D	Timeframe: July 2016 - Ongoing			
	Performance Measurement	Critical Tasks	Analysis	Performance Measurement
	Achieve financial stability and growth to provide needed resources	<ul style="list-style-type: none"> Demonstrate the need and importance of services by effectively managing resources to ensure confidence among 	Develop budget with priorities based on the current fiscal year goals and section	Create inter-department budget goals for capital, expansion and operating by July in preparation for presentation to city finance and administration during annual budget process

	and services	<p>community and policy makers</p> <ul style="list-style-type: none"> ▪ 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. 	<p>needs.</p> <p>Implement programs to offset or pay for service level increases</p> <p>All programs and process should be evaluated for maximum benefit to department.</p> <p>Identify opportunities available by federal, state, and local ordinances.</p> <p>All service opportunities should be available to primary responsibility agencies</p> <p>Identify opportunities available by federal, state, and local ordinances.</p> <p>Apply for grants in all arenas for level of service maintenance and increases</p> <p>Develop budget with priorities based on the current fiscal year goals and section needs.</p>	<p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p>Budgetary goals should include capital, training, staffing, communications and miscellaneous administrative.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p>Provide a ROI on part time firefighter program for annual budget process</p> <p>Develop rapid response program, Free Schedule, and opportunities for Training Officer usage and revenue</p> <p>Identify areas of mutual responsibility and capability to collaborate resources.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p>Create inter-department budget goals for capital, expansion and operating by July in preparation for presentation to city finance and administration during annual budget process</p> <p>Measure grant funding pursued versus amount collected annually.</p> <p>Obtain a grant source identification method to ensure all grants and identified and applied for that the department is eligible</p> <p>Budgetary goals should include capital, training, staffing, communications and miscellaneous administrative.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p>
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