



Rogers Fire Department ANNUAL OPERATIONS PLAN

**Tom C. Jenkins – Fire Chief
Allan Skogen – Deputy Fire Chief
Jake Rhoades – Deputy Fire Chief
Travis Hollis – Fire Marshal
Eddie Thompson – Battalion Chief
Bryan Hinds – Battalion Chief
David Whitlow – Battalion Chief**



March 2010 Summary of Compliance

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration and Leadership				
AS 1. General Administration	Ensure emergency response performance standards on scene are safe, efficient and in conformance with adopted RFD policies and guidelines.	Respond to emergency scenes involving fire, emergency medical, HazMat and technical rescue to view that operational standards are followed. Conduct monthly activity reports to determine workload and review NFIRS incident log.	Monthly activity report posted for the month of March on the website and distributed to City Council.	
AS 2. General Administration	Develop department plans and SOPs based on SOP accountabilities, national guidelines and city strategies.	Review department plans and annual goals as well as SOPs on a quarterly basis (January, April, July, October)	No Action – Quarterly Review	
AS 3. General Administration	Develop budget with priorities based on the current fiscal year goals and section needs.	Create inter-department budget goals for capital, expansion and operating by July in preparation for presentation to city finance and administration.	No Action – Annual Review	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
AS 4. Professional Development	Increase professional skills and training levels by funding and providing professional growth opportunities.	1. Ensure that all Chief Officers attend at least one (1) outside training seminar per fiscal year each.	March 2010 – Assistant Fire Marshal Bill Rumsey attended the Arkansas Code Officials Conference	
AS 5. Professional Development	Increase professional skills and training levels to all members by providing internal opportunities for leadership development and communication of department issues.	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.	March 2010 Officer Development: Personnel evaluations	
AS 6. General Administration	Provide continued compliance with industry standards and operating recommendations.	Ensure RFD operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation Group.	March 2010 – Extensive work on a Standards of Coverage model for upcoming accreditation by Travis Hollis for response time mapping.	
AS 7. Research and	Ensure continued	Provide resources and	March 2010 –Tulsa Fire	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Development	involvement in research to improve efficiency and effectiveness of operations.	personnel to ensure RFD involvement in local, regional and national research projects.	Department (OK) Social Networking Policy, Benton County Intergovernmental Council Meeting (County EMS Delivery), Fayetteville (AR) Fire Department Questionnaire, Benton County Pictometry Meeting	
AS 8. General Administration	Participate in local government projects and	The RFD should provide resources as available to	March 2010 – Rogers Public Schools Emergency	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
	events for fire department recognition and involvement.	city events and projects to provide input, direction and general assistance.	Preparedness Committee Event (PIO Dean), Northwest Arkansas Haz-Mat Team (BC Whitlow), Camp Sunshine Planning Meeting (PIO Dean), Northwest Medical Center Benton County Orientation (DC Skogen, EMO Earp), Benton County 911 Board Meeting (FC Jenkins), Mercy Medical Center High Rise Incident Critique (DC Rhoades), Walmart Disaster Planning (FC Jenkins), Leadership Benton County Presentation (FC Jenkins), NWACC Fire/EMS Advisory Committee (FC Jenkins, DC Rhoades, DC Skogen)	
AS 9. General Administration	Evaluate all personnel annually as part of an on-going evaluation program.	The RFD should ensure all personnel are properly evaluated, with required	March 2010 - 13 performance evaluations completed	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
		documentation, annually.		
AS 10. Fiscal Administration	Monitor the budget of all revenue and expenditure lines to ensure appropriate management.	The RFD shall record and manage monthly budget status of all lines and ensure a budget surplus.	March 2010 – Budget reviewed and posted in fire department administration. With 25% of the year completed, the RFD expended \$2,178,647.23 (28% of the total budget).	
AS 11. General Administration	Increase efficiency of department physical resources operations through continued improvement.	The department should evaluate critical physical resource needs to anticipate needs and expenditures prior to the need becoming recognized by field personnel.	Annual Review – No Action	Analysis of fleet needs shall occur through the inspection of apparatus by command staff each year and through a meeting that includes Captains from the field operations section.
AS 12. General Administration	Maintain awareness of station and facility needs through inspection and improvement.	The department should evaluate facilities to identified problems and anticipate needs prior to critical situations occurring.	Annual Review – No Action	Analysis of facility needs shall occur through the inspection of each department building by command staff each year.
AS 13. General Administration	Maintain awareness of special team needs.	The department should evaluate its special teams (ARFF, SOT, SERU) to	March 2010 – Chief Rhoades and BC Whitlow attended the regular SOT	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
		identify problems and anticipate needs prior to critical situations occurring.	Meeting; Chiefs Jenkins, Rhoades, and Skogen attended the biannual ARFF team meeting.	
AS 14. General Administration	Publish a quarterly department newsletter to disseminate important information.	Number of distributed copies of newsletter and verification that newsletter is posted on department website.	March 2010 – Newsletter published with copies distributed to all stations, and approximately 20 retirees. Newsletter also available on the RFD website.	
AS 15. General Administration	Conduct meetings with the following groups at the specified intervals: Command Staff, weekly Company Officers, monthly Entire Dept, quarterly	Number of meetings held in each category	Command Staff Meetings: 3/1, 3/8, 3/15, 3/22, 3/29 Company Officer Meetings: 3/2, 3/3, 3/4	
AS 16. General Administration	Review SOPs and implement new policies as the need arises.	Number of SOPs developed/ revised and implemented at quarterly	Current SOPs in revision: SOP 405 (Multi-Alarm Incidents), SOP 106 (Sick	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
		department meetings.	Leave), SOP 605 (SOT Membership), SOP 111 (Training and Travel), SOP 611 (SOT Training Requirements), SOP 222 (ARFF Unit Exercise), SOP 150 (Business Self Inspection), SOP 304 (Roadway Incident Safety), SOP 223 (Brush Unit Exercise), SOP 104 (Uniforms and Insignia), SOP 151 (Emergency Callback), SOP 152 (Monetary Reimbursement), SOP 402 (Radio Communication), SOP 112 (Vehicle Use Policy), SOP 224 (Minimum Officers On-Duty), SOP 109 (Leave)	
AS 17. General Administration	Ensure Command Staff attendance at City council meetings.	Number of City Council meetings attended	March 9 City Council Meeting – Chief Jenkins, Chief Rhoades	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
			March 23 City Council Meeting – Chief Jenkins, Chief Rhoades	
AS 18. General Administration	Survey our citizens that we have responded to in order to determine our strengths and weaknesses in customer service.	<ol style="list-style-type: none"> 1. Number of surveys distributed 2. Number of surveys returned 3. Average score 	Survey System in final stages of design and policy development.	
AS 19. General Administration	Ensure the reporting and appropriate handling of maintenance issues within the fire department.	<ol style="list-style-type: none"> 1. Number of work orders received via the electronic reporting system 2. Number of work orders outstanding 	March 2010 – <ol style="list-style-type: none"> 1. 40 work orders received 2. 15 work orders outstanding 62.5% closure rate	
AS 20. Reserved				

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Emergency Medical Services Section				
EMS 1. Emergency Scene Response	Ensure proper medical protocols are followed and that interventions are used that are appropriate and necessary.	Respond to emergency incidents and through the quality assurance process, demonstrate effective and proper EMS skills. IV success should be > 80% and intubation success should be > 90%. Also count the number of Level II QA/QI reports conducted.	March 2010 – Information Not Available due to Computer Reporting Migration	
EMS 2. Emergency Scene Response	Maintain or exceed the adopted emergency response time standard for emergency medical care in and outside of city limits.	Respond to emergency medical scenes within four (4) minutes, 90% of the time, within the city limits and within eight (8) minutes, 90% of the time, when response to areas outside the city limits.	March 2010 – Citywide Average Response Time: 5:58 (Includes both inside and outside city limits)	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
EMS 3. Emergency Scene Response	Improve cardiac survival rates during medical emergencies involving patients in cardiac arrest.	Respond to emergency scenes involving patients who are in cardiac arrest and provide necessary basic and advanced life support at an appropriate level. Equipment failure should occur <1% of the time and a survival rate of 20% or greater should be attempted (ROSC).	Return of Spontaneous Circulation undetermined for March 2010. New reporting system implemented in March 2010 will allow for this data collection starting April 2010.	Cardiac survival rates and equipment failure shall be monthly topics of review in EMS / Quality Assurance Board meeting and reported to the PIO for Monthly Activity Reporting.
EMS 4. Emergency Scene Response	Reduce lost time to Communicable Disease and Infectious Disease of firefighting personnel when exposed.	Deliver infectious control training and ensure proper follow-up to all possible exposure cases.	No infection control classes held.	Count the number of infectious disease exposure each quarter.
EMS 5. Inspection & Maintenance	Reduce Medical supply shortages and equipment malfunctions on all EMS units.	Minimum required inventories of equipment established and needs communicated to purchasing authorities.	March 2010 – No EMS supply shortages noted.	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
EMS 6. Personnel Administration	RFD will oversee comprehensive quality improvement program EMS program.	<ol style="list-style-type: none"> 1. Conduct a minimum eight (8) EMS CEU classes per year (2 per quarter) 2. Ensure 100% recertification of EMT-Basic and EMT-Paramedic employees 3. Produce at least three (3) new EMT-Paramedics annually 	March 2010 – EMS training was conducted for all field operations personnel and consisted of basic skills review and patient assessment (2 hours).	
EMS 7. Emergency Scene Response	Recognize ST segment elevation myocardial infarction (STEMI) incidents in the field and produce an on scene to hospital arrival time of less than 45 minutes.	Through the quality assurance process, review STEMI occurrences each month and review with medical control as necessary.	<p>March 2010 - No information collected regarding STEMI occurrences.</p> <p>New reporting system implemented in March 2010 will allow for this data collection starting April 2010.</p>	
EMS 8. Quality Assurance	Review specified emergency medical incidents for quality assurance.	Number of Level II QA/QI meetings and reason for review.	March 2010 – 5 cardiac arrest cases reviewed by EMS Advisory Committee as provided by policy.	
EMS 9. Emergency	Review 12% of all	Number of EMS Calls,	1. 285 EMS Calls	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Medical Dispatching	emergency medical E911 calls for compliance with National Academy of Emergency Dispatch standard of care.	number of EMS Calls where EMD was reviewed (> or = 12%)	<p>2. 70 911 calls received at the 911 Center were handled by EMD certified dispatchers.</p> <p>3. 33 E911 calls that received EMD protocols were reviewed for quality. (11.6% of total EMS calls)</p> <p>4. The average score of the reviewed calls was 79%</p>	
EMS 10. Fiscal Administration	Ensure that ambulance reimbursement revenue meets monthly projections for the fiscal year.	Amount of EMS revenue collected and percentage collected for the fiscal year.	March 2010 - \$59,446.36 collected. YTD \$165,528.63 has been collected or 19% of the FY2010 budget.	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Training Section				
TS 1. General Administration	We will deliver annual Hazardous Materials Refresher training for Operations and Technician level responders.	Members shall receive a minimum of twenty-four (24) refresher hours to include classroom and practical instruction pursuant to NFPA 472 and applicable ADEM requirements.	March 2010 – Three members of the SOT were sent to New Mexico for a Incident Response to Terrorist Bombings Course (Keck, Humphrey, Starek)	
TS 2. General Administration	Provide developmental training for company officers and chief officers in compliance with NFPA 1021.	Conduct monthly review of training hours for current Company Officers, to include training courses, officer meetings, etc	Company Officer meetings held March 2-4, 2010.	
TS 3. General Administration	We will provide a basic firefighter academy class to all new probationary members of the RFD.	Ensure all probationary members complete an RFD academy as described in policy.	Three (3) probationary firefighters began the Rogers Probationary Fire Academy on March 29, 2010.	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
TS 4. General Administration	We will continue to deliver training that is required annually for all personnel:	Deliver courses as specified in the RFD annual training plan and calendar.	In March, the ATP required 2 hours of EMS training, 4 hours of fireground operations, and 4 hours of technical rescue training. All of these training events were met and exceeded, according to the guidelines set forth in the ATP. Rapid Intervention Team training was conducted for fireground operations for a total of 6 hours. EMS training consisted of basic skills review and patient assessments for 2 hours. Technical rescue training consisted of rappelling and low angle rope rescue for 3 hours.	
TS 5. General Administration	Ensure all personnel continue to meet the requirements of NFPA 1001, 472, 1002, as required.	Require all members to complete a “company standards” workbook, as assigned quarterly.	86/90 company standards workbooks submitted successfully (96%). Four workbooks denied due to incompleteness or inaccuracies.	Company Standards Workbooks assigned to all field operations personnel with the rank of Captain or below.
TS 6. Inspection and	We will continue to	Purchase identified needs	March 2010 – New	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Maintenance	monitor the department's training manuals.	for IFSTA manuals for station inventory every year. All new firefighters should receive applicable manuals for NFPA 1001 and 472 compliance.	manuals for Probationary Firefighters purchased.	
TS 7. General Administration	We will ensure driver's training is conducted for members as described in policy.	New apparatus will mandate training by all members of the department. New members will submit to a relief driver's training program, prescribed by policy. Annual review of adherence to policy will occur.	Annual Review – No Action	
TS 8. General Administration	The Special Operations Team will receive necessary training and competency evaluation.	Each year members of the SOT will submit to competency evaluations as determined by the SOT coordinator and command staff. Each year the SOT training needs shall be evaluated and submitted for budgetary purposes.	Annual Review – No Action	
TS 9. General	The Aircraft Rescue and	Each year members of the	Annual Review – No	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration	Firefighting Team (ARFF) shall receive necessary training and competency evaluation.	ARFF team will complete FAA required live burn training. Selected leaders of the team will also be provided with an opportunity for advanced level training, as determined by the ARFF coordinator and command staff.	Action	
TS 10. General Administration	Review, audit, and purge training records of all members annually.	Percentage of records reviewed and audited.	All training records were audited in January 2010.	
TS 11. General Administration	Increase the level of hazardous materials training to Haz-Mat Technician for at least 80% of the members.	Percentage of members certified as Haz-Mat Technicians.	Annual Review – No Action	
TS 12. National Fire Academy	Encourage attendance of National Fire Academy residency courses by department members.	Number of National Fire Academy Courses attended.	Annual Review – No Action	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
FIELD OPERATIONS SECTION					
FO 1. Emergency Response Management	We will respond with a minimum of 3 persons on all fire engines (28 Man Minimum)	1. Percent of companies responding with 3 personnel	100% compliant	100% compliant	100% compliant
FO 2. General Administration	1. Determine injuries and acts responsible for firefighter injuries using data gathered from Human Resources Dept. 2. Develop action plan to reduce identified injuries	1. Complete Study by December 1 of every year	List reoccurring injuries and potential ways to mitigate (all shifts): January 2010 – 2 injuries, lower back February 2010 – 1 injury, cardiac stress March 2010 – 2 injuries, back strain and inhalation		
FO 3.	We will make daily	The numbers of times	Percentage of Time	Percentage of Time	Percentage of Time

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
General Administration	apparatus checks and report any prudent findings. Weekly, apparatus and equipment will be thoroughly inspected. SCBAs, pumps, ladders and hand/power tools will be maintain monthly according to SOP.	apparatus weekly check sheets are not turned in shall be recorded. (52 weeks per apparatus = 100% compliance)	Compliant: 100% - Apparatus check sheets not completed for use by field operations	Compliant: 100% - Apparatus check sheets not completed for use by field operations	Compliant: 0% - Apparatus check sheets not available for this shift during the month of March.
FO 4. General Administration	We will provide a quality level of protection for life and property by maintaining effective geographical company distribution for rapid response to fire and rescue emergencies.	4 minute response time after “responding” 90% of the time, excluding mutual aid responses. Review annually.	Annual Review – No Action	Annual Review – No Action	Annual Review – No Action
FO 5. Personnel Administration	We will schedule all members for mandatory medical physicals as recommended by NFPA 1582.	All members of the RFD shall received medical physicals compliant to NFPA 1582 at intervals dictated by policy.	Objective met in Feb 2010 with 30 members receiving physicals as provided for in policy.	Objective met in Feb 2010 with 30 members receiving physicals as provided for in policy.	Objective met in Feb 2010 with 31 members receiving physicals as provided for in policy.
FO 6.	We will recommend	At least six (6)	March 2010 –	March 2010 –	March 2010 –

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
Personnel Management	applicants for outside training opportunities based on defined personal goals, defined benefit to the RFD, prior participation, available staffing and funds.	members per shift shall attend full-day outside training or conference opportunities on an annual basis. (6 events total per shift = 100% compliance)	Kyle Jordan, Adam Elington, Paul Krugler - NFA Leadership I, II, III (40hrs) Kendall Varner, Jeremy Hoyer, Paul Krugler – Instructor I (40hrs)	Nick Holt, Brandon Howard, Eric Warzecha, Doug Schube - NFA Leadership I, II, III (40hrs) John Bobholz, Nick Holt, Kevin Tibbs – Instructor I (40hrs)	KJeff Parks, Lance Loyer, Cleve Clark, Scott Mendham, Adam Frederking - NFA Leadership I, II, III (40hrs) Joseph Jerabeck – Instructor I (40hrs)
FO 7. Personnel Management	We will notify Command Staff of all fireground injuries.	Number of occurrences	No fireground injuries	No fireground injuries	No fireground injuries
FO 8. General Administration	We will review monthly activity and take appropriate action when outputs are unacceptable (response time, NFIRS incomplete status).	Number of criteria determined to be unacceptable each month.	Monthly Review: No issues.		
FO 9. Personnel	We will review all leave data to assure	1. Daily review and monthly analysis of	Number of sick leave hours used each month	Number of sick leave hours used each month	Number of sick leave hours used each month

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
Administration	compliance with policy and identify actions required to improve company staffing.	leave data 2. Number of overtime hours, per shift	(Non WC): 321 hours Number of hours of overtime used each month: 116.25 hours	(Non WC): 181 hours Number of hours of overtime used each month: 35 hours	(Non WC): 267.75 hours Number of hours of overtime used each month: 137 hours
FO 10. General Administration	We will analyze all data relative to all facets of Field Operations and actively facilitate the accomplishment of department performance standards	Yearly activity report analyzed and discussed to evaluate potential improvements in response ability.	2009 Yearly Activity Report completed and disseminated to field operations personnel.	2009 Yearly Activity Report completed and disseminated to field operations personnel.	2009 Yearly Activity Report completed and disseminated to field operations personnel.
FO 11. General Administration	We will operate within appropriated funds	Expenditures will not exceed appropriations in Field Operations. Affected budget lines: - Overtime - Fuel - Vehicle Maintenance - Operating Sup.	Overtime: \$17,764.67 expended, 15% of the budgeted amount Fuel: \$16,082.26 expended, 23% of the budgeted amount Vehicle Maintenance: \$14,028.92, 16% of the budgeted amount Operating Supplies: \$12,091.78 expended, 30% of the budgeted amount		
FO 12. Personnel	We will conduct a Post Incident Analysis	Number of incidents analyzed via a Post	No Post-Incident Analysis conducted	No Post-Incident Analysis conducted	No Post-Incident Analysis conducted

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
Administration	of all working incidents (residential, commercial or otherwise) where multiple lines attack are laid within five working shifts	Incident Analysis.			
FO 13. General Administration	We will create and maintain records on attendance, training, public education, presentations, incident reports, staffing, promotions, transfers, apparatus location and others as required	All records will be current and accurately maintained and available in the computer or paper-based department system	Records created as specified in policy and operating practice.	Records created as specified in policy and operating practice.	Records created as specified in policy and operating practice.
FO 14. General Administration	We will conduct department business within the terms and conditions of departmental policies and city ordinances.	All department business sessions (SOP implementation, etc) shall be conducted pursuant to conditions provided in the SOP and standard practice.	All business session conducted as specified in policy and operating practice.	All business session conducted as specified in policy and operating practice.	All business session conducted as specified in policy and operating practice.
FO 15. Emergency Response	We will investigate all fire department	1. Number of accidents	No accidents.	No accidents.	No accidents.

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
Management	vehicle accidents within 24 hours	investigated. 2. Number of accidents resulting in corrective action.			
FO 16. Inspections and Maintenance	We will keep all uniforms and PPE clean, and orderly; tools will be kept in the same general locations	Company officers shall ensure compliance at their fire stations. Number of non-compliance events corrected by BC's and above.	Uniforms compliant.	Uniforms compliant.	Uniforms compliant.
FO 17. Personnel Administration	We will monitor daily staffing levels to ensure that Aircraft Rescue Firefighting (ARFF) and Special Operations (Haz-Mat and Technical Rescue) are adequately staffed.	Station 3 shall be staffed with a minimum of two (2) ARFF certified members and Truck 5 shall be staffed with a minimum of three (3) SOT members.	March 2010 – ARFF – 100% Compliant SOT – 100% Compliant	March 2010 – ARFF – 100% Compliant SOT – 100% Compliant	March 2010 – ARFF – 96.7% Compliant (Non-compliance with ARFF staffing on 3/29/10) SOT – 100% Compliant
FO 18. Personnel Administration	We will participate in physical fitness in accordance with	Number of hours recorded per member,	Physical fitness time is being recorded, however record system	Physical fitness time is being recorded, however record	Physical fitness time is being recorded, however record system is unable

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	current department policy.	per month	is unable to produce a total amount by shift.	system is unable to produce a total amount by shift.	to produce a total amount by shift.
FO 19. General Administration	We will gather all pertinent information to complete NFIRS form and identify and request needed assistance from other agencies.	Number of incomplete or missing NFIRS reports as identified through quality control.	No missing NFIRS reports.	No missing NFIRS reports.	No missing NFIRS reports.
FO 20. Inspections and Maintenance	We will inspect for damage, flow and lubricate 100% of all city hydrants annually and report damaged or inoperable hydrants	Percent of hydrants tested and documentation recorded	No Action – Annual Review	No Action – Annual Review	No Action – Annual Review
FO 21. Personnel Administration	We will inspect all members uniforms for defects, cleanliness, damage and other unsatisfactory conditions which would warrant repair or replacement	Number of members uniforms inspected annually – Display the percentage of PPE Inspected annually.	No Action – Annual Review	No Action – Annual Review	No Action – Annual Review

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
FO 22. Inspections and Maintenance	We will annually test all hose as required by NFPA standard 1961	1. Number of hose sections tested 2. Number of hose sections failed	No Action – Annual Review	No Action – Annual Review	No Action – Annual Review

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
FIRE PREVENTION SERVICES SECTION				
Inspections and Code Enforcement				
FP 1. General Administration	We will reduce the loss of lives and property from fire and other preventable accidents.	1. Press release issued on subject.	March 2010 – 22 press releases issued.	
FP 2. General Administration	We will actively investigate all suspicious and high dollar loss fires to ensure proper follow-up to all pertinent incidents.	1. Number of investigations performed 2. Number of arson fires	1. One investigation completed 2. No incendiary fires	
FP 3. General Administration	We will track and attempt to intervene in all fires involving juvenile fire setters.	Number of interventions and number of juvenile fires.	March 2010 – No JFS interventions	
FP 4. General Administration	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.	1. Number of inspections conducted by RFD inspectors (not fire companies)	March 2010 – 65 Fire inspections, 9 plan reviews, 15 violations issued, no citations issued.	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
FP 5. General Administration	Protect firefighters and the community from environmental and fire hazards at sites containing EPA listed Extremely Hazards Substances (EHS).	<ol style="list-style-type: none"> 1. Determine number of Tier II EHS sites. 2. Number of Tier II EHS sites inspected. 3. Number of updates or pre-fire plans provided to field operations personnel 	Annual Review – No Action	
FP 6. General Administration	Provide review of false alarms and ensure the false alarm ordinance, when appropriate.	<ol style="list-style-type: none"> 1. Number of false alarms. 2. Number of properties with reoccurring false alarms within the month. 3. Number of notices or fines sent within the month. 	March 2010 - <ol style="list-style-type: none"> 1. 34 false alarms 2. 7 reoccurring false alarms 3. No notices or fines distributed. 	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Public Education Function				
PE 1. General Administration	We will deliver a comprehensive Public Education program to school children.	Number of programs delivered.	March 2010 – No public education events.	
PE 2. General Administration	We will develop a program to conduct smoke detector checks and installations at local residences.	Number of smoke detectors installed.	March 2010 - 9 smoke alarms installed	
PE 3. General Administration	We will use the website as both a public education tool and a public relations tool.	Number of website visits.	March 2010 – 1,195 Page Loads 865 Total Visitors 680 First Time Visitors	