



# Red Oak Fire Rescue

## PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Eric Thompson Fire Chief  
Ben Blanton Deputy Fire Chief  
Executive Assistant  
Shift Captains  
EMS Coordinator  
Training Coordinators  
Fitness and Wellness Coordinator

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OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>ADMINISTRATION</b>				
Administrative Services				
AS1. Fire Administration	Ensure response performance standards are in conformance with adopted ROFR emergency response goals. 360 sec. 90% of the time	Respond to emergency scenes ensuring standards are followed.  Review monthly FH stats to exam workload and retrieve statistical data.	<b>2014 Annual Average:</b> Dispatch to Arrival  City 316 Seconds  ESD 414 Seconds	Monthly Activity Reports shall be posted on website, and distributed to CM and Council.
AS 2. Fire Administration	Develop department plans and SOPs utilizing best practices and national standards.	Review department plans and action plan objectives on a quarterly basis (January, April, July & October)	45% completion of TFCA Best Practice Designation Program.	SOPs should be reviewed and updated through department-wide participation.
AS 3. Fire Administration	Develop budget with priorities based on the current fiscal year goals according to the strategic plan.	Create budget goals for capital, operations, and maintenance by April 15 in preparation for presentation to city finance and CM	Compliant with Budget schedule/calendar  Completed all goals with personnel services and Capital expenses  Maintenance created several line item transfers.	Budgetary goals should include capital, personnel services, operations and maintenance.
AS 4. Professional Development  Fire Chief Training Coordinator	Increase professional skills and training levels by providing professional growth opportunities.	Ensure that all Officers attend at least one (1) outside training seminar per fiscal year each.	Staff attended two development conferences. Frank Viscuso and Billy Goldfeder	
AS 5. Professional Development  Fire Chief Training Coordinator	Increase professional skills and training levels to all members by providing internal opportunities for development	Ensure officer development occurs on a quarterly basis and that meetings with company officers occur each quarter.	Annual training plan identified 24 hours of officer development opportunities.	Staff development each quarter should incorporate all members as a part of succession planning.
AS 6. Fire Administration  Fire Chief Captains	Provide continued compliance with industry standards and operating recommendations.	Ensure operations coincide, when feasibly, with the recommendations of TCFP,NFPA, ISO,	TCFP 100% Compliance  ISO- 85% completion of critical tasks.	Annual reviews and internal audits should be conducted.
AS 7. All Personnel	Participate in local government projects and events for fire department recognition and involvement.	Provide resources as available to city events and projects to provide input, direction and general assistance.	Attended Numerous Chamber Events, City Meetings, City Gatherings, ROISD Events, and Civic Events	Chamber Events, City Meetings, City Gatherings, ROISD Events, Civic Events
AS 8. Fire Administration  Fire Chief Station Captains	Evaluate all personnel annually as part of an ongoing evaluation program.	Ensure all personnel receive an annual performance evaluation.	Annual Review & performance Evaluation completed in of March.	Evaluations must be completed in the month of March of each year.

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AS 9. Fire Administration  Fire Chief Exec. Assistant	Monitor the budget of all revenue and expenditure lines to ensure appropriate management.	ROFR shall record and manage monthly budget status of all lines.	Monthly Review by Fire Chief - receives a monthly balance of line items and overtime breakdown	Fire Chief shall receive a monthly balance of line items and overtime breakdown.
AS 10. Fire Administration  Maintenance Captain	Increase dependability and efficiency of fleet & equipment in operations through continued PM program.	Evaluate critical needs prior to becoming recognizable by line staff.	100% completion of detailed weekly apparatus inspections. Annual PM program thru vender 95%	Discovery of maintenance needs shall occur through fleet inspections
AS 11. Fire Administration  Station Captain	Maintain awareness of station and facility needs through station inspections.	Evaluate facilities to identify problems and anticipate needs prior to critical situations occurring.	Completion of facility inspections in April, July and October.  Contracted HVAC quarterly inspections and PM.	Facility needs shall be determined through station inspections by the station Captain.
AS 12. Fire Administration  Captain assigned to Special Operations	Maintain awareness of special ops needs.	Evaluate special operations to identify problems and anticipate needs prior to critical situations occurring.	Annual meetings to identify critical program needs.	
AS 13. General Administration  Exec. Assistant	Publish a monthly report to distribute pertinent information.	Distribute to all members, CM, Council, and ESD Board. Post on website.	Monthly Report of Stats, system performance and Pertinent Information 100% compliance	
AS 14. General Administration  Fire Chief	Meet: Company Officers 90 days Position Meetings 180 days,	Number of organized meetings held in each category	Officers- 2 – 50%  Position Meetings-1-50%	
AS 15. Administration  Captains	Attendance at City Council meetings – 1 Engine Company each meeting.	Numbers of meetings annually.	1 Engine Company was in Attendance of 12 City Council Meetings.	

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>EMERGENCY MEDICAL SERVICES</b>				
<b>Emergency Medical Services</b>				
EMS 1. Emergency Scene Response  EMS Coordinator	Ensure proper medical protocols are followed and that interventions are used that are appropriate and necessary.	Through the quality assurance process, demonstrate competent skills. IV success goal > 80% and intubation success goal is > 90%.	Requested and awaiting data from EMS Provider  Internal Program on hold with the loss of the Previous EMS Coordinator	As published in monthly activity reports-from EMS Coordinator.
EMS 2. Emergency Scene Response  EMS Coordinator	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, outside the city.	City: Dispatch to Arrival 5:16 Drive time 3:39  ESD: Dispatch to Arrival 6:54 Drive time 5:17	As published in monthly activity report from FH.
EMS 3. Emergency Scene Response  EMS Coordinator	Improve cardiac survival rates during medical emergencies involving patients in cardiac arrest.	Respond to and provide necessary basic and advanced life support at an appropriate level.	Requested and awaiting data from EMS provider.	
EMS 4.  Station Captain EMS Coordinator	Reduce lost time to Communicable Disease and Infectious Disease of firefighting personnel when exposed.	Deliver infections control training and ensure proper follow-up to all possible exposure cases.	Ebola and Shigella Training New Protocols Were established for Ebola	Count the number of infectious disease exposure each quarter. Reports shall be within 24 hours.
EMS 5. Inspection & Maintenance  Station Captain EMS Coordinator	Reduce medical supply shortages and equipment malfunctions on all EMS equipment.	Minimum required inventories of supplies and equipment shall be maintained and needs communicated to EMS Coordinator.	Weekly inventory was completed and all inventory needs were addressed.	Daily, weekly, monthly equipment checks
EMS 6. EMS coordinator Station Captain	ROFR will oversee comprehensive quality improvement of EMS program.	1. Conduct the CE's outlined within the ATP. 2. Produce at least one (1) new EMT-Paramedic annually	1. Navarro College EMS completed CE's. 2. Hired 2 new FF/Medics	
EMS 7. Emergency Scene Response  EMS Coordinator	Recognize ST segment evaluation 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.	Requested and awaiting data from EMS provider.  Internal Program on hold with the loss of the Previous EMS Coordinator	Consider specific reporting method to identify STEMI calls.
EMS 8. Quality Assurance  EMS Coordinator	Review specified emergency medical incidents for quality assurance.		Internal program on hold with the loss of the Previous EMS Coordinator	

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<b>TRAINING SECTION</b>				
Training Services				
TS 1. Training  Training Coordinator	We will deliver annual Hazardous Materials Refresher training for Operations level responders.	Members shall receive a minimum of twenty (20) refresher hours to include classroom and practical instruction pursuant to NFPA 472.	<ul style="list-style-type: none"> <li>Reviewed Target hazards within the city &amp; specific hazards associated responses with each.</li> <li>Haz-Mat Identification &amp; Characteristics</li> <li>Haz-Mat Air Monitoring &amp; Hands On Exercises</li> <li>Radioactive Training</li> </ul>	
TS 2. Training  Training Coordinator	Provide developmental training for officers in compliance with NFPA 1021.	Conduct annual review to determine current credentialing status for officers. Review monthly training data to ensure ATP compliance.	NFPA 1021 Fire Officer <ul style="list-style-type: none"> <li>Officer I- 5 DE's, 6 Capts, 2 chiefs</li> <li>Officer II-1 DE, 6 Capts, 2 chiefs</li> <li>Officer III- 3 Capts, 2 Chiefs</li> <li>Officer IV- 2 Capts, 2 Chiefs</li> </ul>	
TS 3. Training  Training Coordinator Captains	We will provide a basic 40 hour class to all new probationary members of ROFR.	Ensure all probationary members complete the Probation Handbook and take exam and peer review program.	Three (3) New Hires Completed 80 Hour Orientation Class Along With Probationary Book & Peer Reviews.	
TS 4. Training  Training Coordinator Captains	We will deliver training required per TCFP annually for all personnel.	Deliver courses necessary per ROFR annual training plan and TCFP / TIFMAS requirements.	Completed annual training plan, and company performance standards.	
TS 5. Training  Training Coordinator Captains	Ensure all personnel meet the requirements of NFPA 1001, 472, 1002.	Require all members to successfully complete the assigned Company Performance Standards.	All 26 personnel met requirements	Developed by Training Coordinator utilizing NFPA 1410
TS 6. Training  Training Coordinator	We will continue to monitor ROFR's training manuals and library.	Purchase identified needs for training manuals for station inventory annually.	Added new books for preparation for promotional exams.	Conduct needs assessment as part of the next year's budget process.

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TS 7. Training  Training Coordinator Captains	Ensure driver's training is conducted for members as adopted in ROFR practices, and meeting the TCFP DO performance objectives.	All members will submit to the Firefighter to Driver/Engineer Transitioning program. Annual review of adherence to program will occur.	<ul style="list-style-type: none"> <li>• All 24 personnel Completed Driver Course With New Truck-181</li> <li>• Alley Dock</li> <li>• Serpentine</li> <li>• Turning Apparatus 180° Within Confined Space</li> <li>• Diminishing Clearance</li> </ul>	NFPA 1410 ROFR DE program TCFP objectives
TS 8. Training  Training Coordinator Captains	Special Operations will receive training and competency evaluations.	Each year members will submit to competency evaluations as determined by the fire chief.	All 24 personnel completed performance standards for special operations; Rescue.	
TS 9. Training  Training Coordinator	The Aircraft Rescue and Firefighting (ARFF) shall receive training and competency evaluation.	Each year members will complete a basic level class on ARFF strategies/tactics. Each member will also cover information on our Regional Airports.	<ul style="list-style-type: none"> <li>• Completed 8 hour Aircraft Rescue &amp; Firefighting Course <ul style="list-style-type: none"> <li>▪ Familiarization with Aircraft &amp; Hazards Associated with Each</li> <li>▪ Response Priorities</li> <li>▪ Familiarization with ARFF Operations</li> </ul> </li> </ul>	
TS 10. Training  Training Coordinator	Review, audit and maintain training records of all members annually.	Data received from monthly reports and FH entry data.	All documentation of training activity was completed into the FH software. Reported monthly to CM and Council.	
TS 11. National Fire Academy  Training Coordinator Fire Chief / DC	Encourage attendance of National Fire Academy residency courses by department members.	Number of National Fire academy Courses attended.	There were no National Fire Academy courses attended in 2014.	

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<b>OPERATIONS SECTION</b>				
<b>Chief and Company Officers</b>				
FO 1. Administration  Exec. Assistant Fire Chief	1. Determine injuries and acts responsible for firefighter injuries using data gathered from Injury Reports. 2. Develop action plan to reduce identified injuries.	Complete study by December 1 of every year. (FIDO)	Zero (0) FIDO entries were made for injuries in 2014	
FO 2. Administration  Engineers Maintenance Captain	We will make daily apparatus checks and report any prudent findings. Apparatus and equipment will be thoroughly inspected weekly.	The numbers of times apparatus weekly check prevent major issues, or identify PM issues	Apparatus checks are done daily. 96% compliance on documentation.	
FO 3. Administration  Fire Chief	We will provide a quality level of protection for life and property with effective geographical company distribution for fire and EMS.	4 minute drive time 90% of the time, excluding mutual aid responses.  Review annually.	2014 City drive time- 3:39 or 219 sec.  2014 ESD drive time- 5:17 or 317 sec.	Compare to NFPA 1710 standards.
FO 4. Health and Safety  Captain Greene	We will schedule all members for mandatory medical physicals as recommended by NFPA.	All members of ROFR shall receive medical physicals compliant to ROFR policy.	All 26 personnel received medical physicals in 2014	
FO 5. Personnel Management  Captains	We will notify Command Staff of all fireground injuries. WC, & FIDO, entries shall occur within 24 hours.	Number of injuries	Zero (0) FIDO entries were made for injuries in 2014	
FO 6. Personnel Management  Fire Chief  Captain Jakubik	Review monthly activity and take appropriate action when outputs are unacceptable (response time, incomplete FH reports etc.)	Number of criteria determined to be unacceptable each month.	Monthly QA was completed and adjustments were made each month to validate data or address compliance with the companies.	



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FO 7. Fire Administration  Exec. Assistant Fire Chief	Review all leave data to assure compliance with policy and identify actions required to improve company staffing.	1. Daily review and monthly analysis of leave data 2. Number of days callback is required	<b>2014 Leave Time</b>  <b>Sick Time</b> Taken 1,186 / \$21,516 Hrs Available 18,347 Liability \$400,427  <b>Vacation Time</b> Taken 3,912 / \$72,165 Hrs Available 5,077 Liability \$109,059  <b>Holiday Time</b> Taken 2,665 / \$21,516 Hrs Unused 778 Liability \$9,076  <b>Comp Time</b> Taken 251.5 / \$4,544 Hrs Available 441 Liability \$8,875	
FO 8. Fire Administration  Exec. Assistant Fire Chief	Analyze all data relative to all facets of Operations and actively facilitate the accomplishment of performance standards.	Yearly activity report analyzed and discussed to evaluate potential improvements in response ability.	2014 Annual Report produced April 2015 that provided detailed performance results for 2014.	
FO 9. Administration  Fire Chief	We will operate within appropriated funds	Expenditures will not exceed appropriations in Operations. Affected budget lines: 1. Overtime / PT 2. Fuel 3. Vehicle Maintenance 4. Building Maintenance 5. Equipment Maintenance 6. Uniforms / PPE	1. FY Started \$122,500 & Ended \$122,988 - over by \$488 2. FY Started \$35,000 & Ended \$34,440 – under by \$600 3. FY Started \$40,000 & Ended \$43,312 – over by 3,312 4. FY Started \$17,500 & Ended \$24,795 – over by \$7,295 5. FY Started \$23,500 & Ended \$27,050 – over by \$3,550 6. FY Started \$15,000 & Ended 16,916 – over by \$1,916	Overages were covered by line item budget transfers within the FD budget.
FO 10. Administration  Fire Chief Captains	We will conduct a Post Incident Analysis of all working incidents	Number of incidents analyzed via a Post Incident Analysis.	Large working incidents with high risk received post incident reviews with the companies.	

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
FO 11. Administration  Captains/Chiefs/Adm.	We will create and maintain records on attendance, training, public education, presentations, incident reports and staffing.	All records will be current and accurately maintained and available in the FH RMS.	Monthly report to CM and Council provides detailed stats on all facets of the operations.	
FO 12. Administration  All personnel	We will conduct department business within the terms and conditions of departmental policies and city ordinances.	All department business shall be conducted pursuant to conditions provided in the SOP and standard practice.	There were no instances that deviated or violated policies.	
FO 13. Response Management  Deputy Chief	We will investigate all fire department vehicle accidents within 24 hours.	1. Number of accidents investigated. 2. Number of accidents resulting in corrective action.	1. Zero (0) accidents 2. Zero (0) accidents	
FO 14. Professional Development  Fire Chief/Deputy Chief	We will continue to expand our professional knowledge of current life safety techniques.	Maintain memberships in related professional organizations such as IAFC, NFPA, TFCA, and others.	IAFC, TFCA, FIANT, ECFA, DCFA, ECFFA, NFPA, SFFMS, EDUCT, TIFMAS, Tarrant County Arson Task Force	
FO 15. Emergency Response Management	We will purchase spare portable radios for Field Operations for scene management during major incidents.	At least two spare radios available for operations placed in Command vehicles, and Engine companies.	Chief 181 and 182 have spare portable VHF radios.	
FO 16. Inspections and Maintenance  Captains	Ensure all uniforms, PPE, apparatus, equipment, and stations are clean and orderly	Company officers shall ensure compliance at their fire stations and document non-compliance events accordingly.	100% NFPA 1851 compliance with Inspection & Cleaning PPE.  Stations and apparatus cleaned daily.	
FO 17. Inspection and Maintenance  Deputy Chief Captains	Conduct pre-incident site surveys and annual inspections.	Number of site surveys conducted to the LSD ops plan.	Inspections-397 Plan Review-41 CO- 55 Sprinkler Test- 9 Foster inspections- 11	
FO 18.  Fire Administration  Chiefs/Captains	We will encourage individual career development planning.	1. Each member is given a professional development goal in the annual employee evaluation session	All employees received goals during their employee performance evaluations.	

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FO 19. Health and Safety  Captains	Members in operations will participate in physical fitness in accordance department policy.	Number of hours recorded per member per month.	351 hours logged for 24 employees in 2014	
FO 20. Records Management  Engineers Captains	We will gather all pertinent information for FH reporting including M/A information.	Quality Control process shall identify incomplete data.	Monthly QA during the Monthly Report Compilation, and incomplete data is corrected monthly	
FO 21. Community and Public Relations  Deputy Chief	Increase community contact, including a standard life and fire safety presentation with age-specific handouts	Number of community contacts and programs	40 Events during 2014  2,753 children 1,059 adults	
FO 22. Inspection and Maintenance  Captains	We will inspect for damage, flow and lubricate 100% of all city hydrants annually and report damaged or inoperable hydrants	Percent of hydrants tested, painted, and documentation recorded	Hydrants flow test 25%  Hydrant Maintenance 40%	
FO 23. Inspection and Maintenance  Captains	We will annually test all fire hose, ladders and fire pumps as NFPA and ISO standards indicate. Records shall be maintained in accordance to best practices in the FH RMS.	Percent of completion	Annual Hose Test- 100% Completion  Annual Ladder test- 100% Completion  Fire Pump Test- 100% Completion	

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>COMMUNITY RISK REDUCTION DIVISION SECTION</b>				
<b>Fire Marshal / Inspection Function</b>				
FP 1. Fire Administration  Deputy Chief / FM	We will attempt to reduce the number and loss from winter fires from October through March.	Press release issued on subject. Public education opportunities	<ul style="list-style-type: none"> <li>• Four (4) Public Service Announcements on: <ul style="list-style-type: none"> <li>▪ Christmas Tree Safety</li> <li>▪ CO Detectors</li> <li>▪ Turkey Fryers</li> <li>▪ Smoke Detectors</li> </ul> </li> </ul>	Resulted in <b>8.4%</b> reduction in Fire Incidents.
FP 2. Fire Administration  Deputy Chief / FM	We will actively investigate all fires to ensure proper follow-up to all pertinent incidents.	<ol style="list-style-type: none"> <li>1. Number of investigations performed</li> <li>2. Number of arson fires</li> <li>3. Number of cases open and closed</li> </ol>	<ol style="list-style-type: none"> <li>1. 13 Fires Investigated</li> <li>2. Zero (0) Arson</li> <li>3. 13 Closed and zero (0) open</li> </ol>	
FP 3. Fire Administration  Deputy Chief / FM	We will track and attempt to intervene in all fires involving juvenile fire setters.	4. Number of interventions and number of juvenile fires.	1 Juvenile Intervention & 1 Juvenile Fire	
FP 4. Fire Administration  Deputy Chief / FM	We will achieve an increased level of safety for the community by ensuring that buildings meet or exceed the standards provided by the adopted codes.	<ol style="list-style-type: none"> <li>1. Operational plan to facilitate annual inspections of commercial occupancies.</li> <li>2. Number of inspections conducted by ROFR inspectors.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROFR Community Risk Reduction Division, Annual Prevention Plan Broken Down by Month</li> <li>2. 397 Inspections Conducted in 2014</li> </ol>	
FP 5. Fire Administration  Deputy Chief / FM	We will identify large loss fires and ID fire code issues (if any) contributing to those fires.	<ol style="list-style-type: none"> <li>1. Number of large loss fires</li> <li>2. Follow up inspections of similar occupancies</li> <li>3. Number of corrected violations</li> </ol>	<ol style="list-style-type: none"> <li>1. Zero (0) Large Loss Fires</li> <li>2. N/A</li> <li>3. 267 Hazards Corrected</li> </ol>	
FP 6. Fire Administration  Deputy Chief / FM	Protect firefighters and the community from environmental and fire hazards at sites containing EPA listed Extremely Hazardous Substances (EHS).	<ol style="list-style-type: none"> <li>1. Determine number of Tier II EHS sites.</li> <li>2. Number of Tier II EHS sites inspected.</li> <li>3. Number of updates or pre-fire plans provided to field operations personnel.</li> </ol>	<ol style="list-style-type: none"> <li>1. 4 Tier II EHS sites</li> <li>2. 3 Tier II EHS sites inspected</li> <li>3. 2 Pre-Fire Plans Provided to Field Operations Personnel</li> </ol>	
FP 7. Fire Administration  Deputy Chief / FM	Provide review of repeated false alarms.	<ol style="list-style-type: none"> <li>1. Number of false alarms.</li> <li>2. Number of properties with reoccurring false alarms.</li> <li>3. Number of notices.</li> </ol>	<ol style="list-style-type: none"> <li>1. 140 False Alarms in 2014</li> <li>2. 3 Location with Reoccurring False Alarms (CO Detector)</li> <li>3. 1 Notice</li> </ol>	

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<b>Public Education Function</b>				
PE 1. Fire Administration  Deputy Chief / FM	We will deliver a comprehensive Public Education program to school children and senior citizens.	1. Number of programs delivered 2. Number of contacts	1. 40 Events 2. 3,812 Kids & Adults Contacted	
PE 2. Fire Administration  Deputy Chief / FM	We will develop a program to conduct smoke detector checks and installations for seniors, special needs residence, and underprivileged residence.	Number of smoke detectors installed, and contacts made.	53 smoke detectors installed or contacts made	
PE 3. Fire Administration  Deputy Chief / FM	We will increase development of knowledge and public education skills.	Each member of the Community Risk Reduction Division will attend three (3) training classes during the fiscal year. All shift personnel will receive public education training	<ul style="list-style-type: none"> <li>• Fire Arms – Blanton &amp; Wilkinson (16 hours each)</li> <li>• Juvenile Firesetter – Blanton &amp; Wilkinson (24 hours each)</li> <li>• Arson Conference – Blanton (40 hours)</li> </ul>	
PE 4. Fire Administration  Exec. Assistant Deputy Chief	We will use the website as both a public education tool and a public relations tool.	Number of website visits	In 2014, <a href="http://www.redoakfirerescue.com">www.redoakfirerescue.com</a> had 14,915 hits and 6,868 unique visitors	
OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>Fire Investigation Function</b>				
INV 1. Fire Administration  Deputy Chief / FM	We will conduct investigations of all fires meeting the criteria set by the FM.	1. Number of fires investigated. 2. Number of fires not investigated.	1. 13 Fires Investigated 2. 0 Fires Not Investigated	
INV 2. Fire Administration  Deputy Chief / FM	Provide professional growth opportunities for investigators.	Provide fire detection and investigation classes and refresher opportunities.	Attended Local Training as well as Arson Conference & Fire Marshal Conference	