



# Red Oak Fire Rescue

## PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Eric Thompson	Fire Chief (through November 2019)
Ben Blanton	Deputy Fire Chief/Fire Marshal (through November 2019) Interim Fire Chief (beginning December 2019)
Nathan Diaz	Deputy Fire Marshal (beginning November 2019)
Kendra Worthy	Executive Assistant
David Petricca	Battalion Chief
Brandon Nichols	Battalion Chief
Andrew Jakubik	Battalion Chief

## 2019 Annual Review

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OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE GOALS	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 ER stats to exam workload and retrieve statistical data.	<b>2019 Annual Average:</b> Dispatch to Arrival  Overall 6:14	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)	100% completion of TFCA Best Practice Designation Program.	SOPs should be reviewed and updated through department-wide participation through Lexipol
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 20 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.	Many seminars were attended. Some attended more than one	
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 28 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, Battalion Chiefs, 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 – 100% Compliance	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, Battalion Chiefs, Captains, Drivers	Evaluate all personnel annually as part of an ongoing evaluation program.	Ensure all personnel receive an annual performance evaluation.	Performance Evaluations completed in March.	Evaluations must be completed in the month of March of each year.

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE GOALS	MEASUREMENT	PERFORMANCE	COMMENTS
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  Chief Jakubik	Increase dependability and efficiency of fleet & equipment in operations through continued PM program.	Evaluate critical needs prior to becoming recognizable by line staff.		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 bi-annual inspections and PM.	Facility needs shall be determined through station inspections by the station Captain.
AS 12. Fire Administration  Chief Nichols & Captain Horn	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.	New Rescue Truck ordered along with new equipment from EDUCT
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	Chiefs - 10  Position Meetings - 1	
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 GOALS	MEASUREMENT	PERFORMANCE	COMMENTS
<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> </ul>	HAZMAT target hazards are discussed annually
TS 2. Training  Chief Nichols	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>4 members completed swift water credentialing</li> <li>13 members certified or re-certified in rope rescue technician</li> <li>2 members completed Instructor I</li> <li>2 members completed D/O</li> <li>5 members completed Fire Inspector</li> <li>1 member completed Incident Safety Officer</li> <li>1 member completed Wildland FF I-S-131</li> <li>3 members completed S-130-S-190</li> <li>FF Intermediate-1 D/E</li> </ul>	All Chiefs will successfully complete Officer I – IV in 2020. Two chiefs have FO IV remaining and all will be complete
TS 3. Training  Battalion Chiefs Captains	We will provide a basic 80 hour class to all new probationary members of ROFR.	Ensure all probationary members complete the Probation Handbook, take exam and peer review program.	Three (3) New Hires Completed 80 Hour Orientation Class Along With Probationary Book & Peer Reviews.	
TS 4. Training  Chief Nichols 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 82% of annual training plan, but went above and beyond on multiple items	Unable to complete plan in its entirety, but each year we get closer and closer to completion Working to complete plan in 2020

TS 5. Training Chief Nichols Captains	Ensure all personnel meet the requirements of NFPA 1001, 472, 1002.	Require all members to successfully complete the assigned Company Performance Standards.	24 personnel met requirements	Developed by Training Coordinator utilizing NFPA 1410
TS 6. Training Fire Chief	We will continue to monitor ROFR's training manuals and library.	Purchase identified needs for training manuals for station inventory annually.		

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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>• 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.	Completed on months that assigned per training plan, along with 40 hour class for 13 members in rope 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.	Not Completed	
TS 10. Training  Training Coordinator	Review, audit and maintain training records of all members annually.	Data received from monthly reports and ER entry data.	Documentation of training activity was completed into the ER 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 1 National Fire Academy attendee in 2019.	

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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)	There were 3 FIDO injuries reported in 2019.	
FO 2. Administration  Engineers Maintenance Chief	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	Documented Apparatus checks are to be done daily.	
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.	2019 drive time – 4:55 or 295 sec.	Compare to NFPA 1710 standards.
FO 4. Health and Safety  Chief Nichols	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 30 personnel received medical physicals in 2019	
FO 5. Personnel Management  Battalion Chiefs	We will notify Command Staff of all fire ground injuries. WC & FIDO entries shall occur within 24 hours.	Number of injuries	There was 3 FIDO injuries reported in 2019.	
FO 6. Personnel Management  Fire Chief  Battalion Chiefs	Review monthly activity and take appropriate action when outputs are unacceptable (response time, incomplete ER 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>Leave Time</b> <b>Sick Time</b> FY19 Taken 910 / \$21,059 Current Hrs Available 21,665 Liability \$595,306  <b>Vacation Time</b> FY19 Taken 5,419 / \$119,967 Current Hrs Available 4,679 Liability \$133,582  <b>Holiday Time</b> FY19 Taken 3,233 / \$75,454 Current Hrs Available 2,904 Liability \$68,209  <b>Comp Time</b> FY19 Taken 0 Hrs Available 396 Liability \$10,778	
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.	2019 Annual Report produced February 2019.	
FO 9. Administration  Fire Chief	We will operate within appropriated funds	Expenditures will not exceed appropriations in Operations. Affected budget lines: 1. Overtime 2. Differential Pay 3. Fuel 4. Vehicle Maintenance 5. Building Maintenance 6. Equipment Maintenance 7. Uniforms/PPE	1. FY19 \$119,042 & ended \$126,117 – over by \$7,075 2. FY19 \$12,000 & ended \$12,126 – over by \$126 3. FY19 \$33,800 & ended \$33,522 – under by \$278 4. FY19 \$55,200 & ended \$55,565 – over by \$365 5. FY19 \$44,000 & ended \$38,568 – under by \$5,432 6. FY19 \$22,900 & ended \$22,106 – under by \$794 7. FY19 \$16,800 & ended \$16,748 – under by \$52	Overages were covered by line item budget transfers within the FD budget.
FO 10. Administration  Battalion Chiefs 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.	All large incidents received a PIA and this was documented

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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 ER.	Monthly report to CM and Council provides detailed stats on all facets of the operations.	
FO 12. Response Management  Deputy Chief	We will investigate all fire department vehicle accidents.	1. Number of accidents investigated. 2. Number of accidents resulting in corrective action.	1. One (1) accident 2. One (0) accidents with corrective actions. FD was not at fault.	
FO 13. 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, ECFCA, DCFCA, ECFFA, NFPA, EDUCT, TIFMAS, FPANT, Tarrant County Arson Task Force	
FO 14. 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, Chief 182, and Engines have NO spare portable 700MHz radios assigned.	Command vehicles have spares, but engines do not. Ordering 2 additional in early 2020
FO 15. 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.	Will be cleaning apparatus more to prevent cancer causing agents
FO 16. Inspection and Maintenance  Deputy Chief Captains	Conduct pre-incident site surveys and annual inspections.	Number of site surveys/inspections conducted.	Inspections - 173 Plan Review - 57 CO - 56 Foster inspections - 18 Fire Safety Classes/Public Education – 52 High Hazard Fire Inspections - 5	
FO 17. 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	Employees developed goals and discussed during their employee performance evaluations.	Supervisors will assist employees on developing objectives to accomplish their goals.

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FO 18. Health and Safety  Captains	Members in operations will participate in physical fitness in accordance department policy.	Number of hours recorded per member per month.	Performance did not meet departmental policy	Over ½ met department policy. This is continuously improving
FO 19. Records Management  Engineers Captains	We will gather all pertinent information for ER 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 20. 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	52 Events during 2019  4,024 children, citizens and visitors	
FO 21. 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 – 100% Completion  Hydrant Maintenance – 100% Completion	
FO 22. 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 ER.	Percent of completion	Annual Hose Test  Annual Ladder test- 100% Completion  Fire Pump Test- 100% Completion	

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE GOALS	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 fires throughout the year.	Press release issued on subject. Public education opportunities	<ul style="list-style-type: none"> <li>• 13 Public Service Announcements on: <ul style="list-style-type: none"> <li>▪ National Preparedness</li> <li>▪ Smoke Detectors - Spring</li> <li>▪ Ellis county emergency preparedness</li> <li>▪ Fire preventions week</li> <li>▪ Home fire safety</li> <li>▪ Home escape plan</li> <li>▪ Fireworks Safety</li> <li>▪ Car Seat Safety</li> <li>▪ Smoke Detectors – Fall</li> <li>▪ Thanksgiving Cooking Safety</li> <li>▪ Turkey Fryer Safety</li> <li>▪ CO Detectors</li> <li>▪ Burn Ban notifications</li> </ul> </li> </ul>	
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. 2 Fires Investigated</li> <li>2. Zero (0) Arson</li> <li>3. 2 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.	<ol style="list-style-type: none"> <li>1. Number of post fire interventions</li> <li>2. Number of juvenile fires</li> </ol>	<ol style="list-style-type: none"> <li>1. Juvenile Intervention - 0</li> <li>2. Juvenile Fire – 0</li> </ol>	
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. 173 Inspections Conducted in 2019</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.	Number of large loss fires	1 Large Loss Fire RJ's BBQ	

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FP 6. Fire Administration  Deputy Chief / FM	Protect firefighters and the community from environmental and fire hazards at sites containing EPA listed Extremely Hazards Substances (EHS).	1. Determine number of Tier II EHS sites. 2. Number of Tier II EHS sites inspected. 3. Number of updates or pre-fire plans conducted by field operations personnel.	1. 5 Tier II EHS sites 2. 5 Tier II EHS sites inspected 3. 20 Pre-Fire Plans Conducted by Operations Personnel	
FP 7. Fire Administration  Deputy Chief / FM	Provide review of repeated false alarms.	1. Number of false alarms. 2. Number of properties with reoccurring false alarms. 3. Number of notices.	1. 162 False Alarms in 2019 2. 1 location with 3 or more false alarms within a 30 day period. 3. 0 Notices	

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE GOALS	MEASUREMENT	PERFORMANCE	COMMENTS
<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. 52 Events 2. 4,024 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.	12 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>Firearms – Blanton &amp; Wilkinson (8 hours each)</li> <li>Arson Conference – Blanton (40 hours)</li> <li>State Fire Marshal’s Conference – Blanton (40 hours)</li> <li>North Texas Fire Marshal Conference – Blanton (24 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 2019, <a href="http://www.redoakfirerescue.com">www.redoakfirerescue.com</a> had 19,646 hits and 9,629 unique visitors. 946 Facebook followers	

OBJECTIVE/ ACCOUNTABILITY	PERFORMANCE GOALS	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. 2 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 2 attended Arson Conference & 1 attended the Fire Marshal Conference	