



# Red Oak Fire Rescue

## PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Ben Blanton Fire Chief  
Nathan Diaz Fire Marshal  
Kendra Worthy Executive Assistant  
David Petricca Battalion Chief  
Brandon Nichols Battalion Chief  
Andrew Jakubik Battalion Chief

## 2020 Annual Review

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| OBJECTIVE/<br>ACCOUNTABILITY  | PERFORMANCE<br>GOALS   | MEASUREMENT   | PERFORMANCE   | COMMENTS  |
|---|--|---|---|---|
| <b>ADMINISTRATION</b>   |  |   |   |   |
| Administrative Services   |  |   |   |   |
| AS1.<br>Fire Administration   | Ensure response performance standards are in conformance with adopted ROFR emergency response goals.<br>360 sec. 90% of the time | Respond to emergency scenes ensuring standards are followed.<br><br>Review monthly ER stats to exam workload and retrieve statistical data. | <b>2020 Annual Average:</b><br>Dispatch to Arrival<br><br>Overall 6:27  | Monthly Activity Reports shall be posted on website, and distributed to CM and Council.         |
| AS 2.<br>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.<br>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<br><br>Completed all goals with personnel services and Capital expenses<br><br>Maintenance created several line item transfers. | Budgetary goals should include capital, personnel services, operations and maintenance.         |
| AS 4.<br>Professional Development<br><br>Fire Chief<br>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.   | Seminars were canceled for the year due to COVID.   |   |
| AS 5.<br>Professional Development<br><br>Fire Chief<br>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 12 hours of officer development opportunities.  | Staff development each quarter should incorporate all members as a part of succession planning. |
| AS 6.<br>Fire Administration<br><br>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<br><br>ISO – 100% Compliance   | Annual reviews and internal audits should be conducted.   |
| AS 7.<br>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 some events virtually but most were canceled due to COVID.   | Chamber Events, City Meetings, City Gatherings, ROISD Events, Civic Events                      |
| AS 8.<br>Fire Administration<br><br>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/<br>ACCOUNTABILITY  | PERFORMANCE<br>GOALS   | MEASUREMENT   | PERFORMANCE   | COMMENTS   |
|---|--|---|---|--|
| AS 9.<br>Fire Administration<br><br>Fire Chief<br>Executive 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.<br>Fire Administration<br><br>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.<br>Fire Administration<br><br>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.<br><br>Contracted HVAC bi-annual inspections and PM. | Facility needs shall be determined through station inspections by the station Captain. |
| AS 12.<br>Fire Administration<br><br>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 in service along with new equipment from EDUCT.                       |
| AS 13.<br>General Administration<br><br>Executive 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<br>100% compliance                            |  |
| AS 14.<br>General Administration<br><br>Fire Chief                    | Meet:<br>Company Officers 90 days<br>Position Meetings 180 days  | Number of organized meetings held in each category  | Chiefs - 9<br><br>Position Meetings - 1   |  |
| AS 15.<br>Administration<br><br>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 virtually.   |  |

| OBJECTIVE/<br>ACCOUNTABILITY                          | PERFORMANCE<br>GOALS   | MEASUREMENT  | PERFORMANCE   | COMMENTS   |
|---|--|--|---|--|
| <b>TRAINING SECTION</b>                               |  |  |   |  |
| Training Services                                     |  |  |   |  |
| TS 1.<br>Training<br><br>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.<br>Training<br><br>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. | <ul style="list-style-type: none"> <li>5 members completed Fire Inspector</li> <li>1 member completed Incident Safety Officer</li> <li>1 member completed Head of Department suppression</li> <li>3 members completed Master Firefighter</li> <li>1 member completed Master Arson Investigator</li> <li>1 member completed Instructor II</li> <li>2 members completed Master Fire Inspector</li> <li>1 member complete Master Fire Investigator</li> <li>2 members completed Advanced Fire Inspector</li> </ul> |  |
| TS 3.<br>Training<br><br>Battalion Chiefs<br>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.                                  | Zero (0) New Hires Completed 80 Hour Orientation Class Along With Probationary Book & Peer Reviews.   |  |
| TS 4.<br>Training<br><br>Chief Nichols<br>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 61% of annual training plan, but went above and beyond on multiple items  | Unable to complete plan in its entirety due to COVID |

|  |   |  |                               |   |
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| TS 5.<br>Training<br>Chief Nichols<br>Captains | Ensure all personnel meet the requirements of NFPA 1001, 472, 1002. | Require all members to successfully complete the assigned Company Performance Standards. | 29 personnel met requirements | Developed by Training Coordinator utilizing NFPA 1410 |
| TS 6.<br>Training<br>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.<br>Training<br><br>Training Coordinator<br>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<br>ROFR DE program<br>TCFP objectives |
| TS 8.<br>Training<br><br>Training Coordinator<br>Captains                      | Special Operations will receive training and competency evaluations.  | Each year members will submit to competency evaluations as determined by the fire chief.  | All 27 personnel completed performance standards for special operations; Rescue.  |   |
| TS 9.<br>Training<br><br>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.<br>Training<br><br>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.<br>National Fire Academy<br><br>Training Coordinator<br>Fire Chief / DC | Encourage attendance of National Fire Academy residency courses by department members.  | Number of National Fire academy Courses attended.   | There were 0 National Fire Academy attendees in 2020.   |   |

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|---|---|--|--|---------------------------------|
| <b>OPERATIONS SECTION</b>   |   |  |  |                                 |
| <b>Chief and Company Officers</b>                                       |   |  |  |                                 |
| FO 1.<br>Administration<br><br>Executive Assistant<br>Fire Chief        | 1. Determine injuries and acts responsible for firefighter injuries using data gathered from Injury Reports.<br>2. Develop action plan to reduce identified injuries. | Complete study by December 1 of every year. (FIDO)   | There were 3 FIDO injuries reported in 2020.   |                                 |
| FO 2.<br>Administration<br><br>Engineers<br>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.<br>Administration<br><br>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.<br><br>Review annually. | 2020 drive time – 4:59 or 299 sec.   | Compare to NFPA 1710 standards. |
| FO 4.<br>Health and Safety<br><br>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.                | No personnel received medical physicals in 2020 due to COVID   |                                 |
| FO 5.<br>Personnel Management<br><br>Battalion Chiefs                   | We will notify Command Staff of all fire ground injuries. WC & FIDO entries shall occur within 24 hours.  | Number of injuries   | There were 3 FIDO injuries reported in 2020.   |                                 |
| FO 6.<br>Personnel Management<br><br>Fire Chief<br><br>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. |                                 |



| OBJECTIVE/<br>ACCOUNTABILITY  | PERFORMANCE<br>GOALS   | MEASUREMENT   | PERFORMANCE  | COMMENTS  |
|---|--|---|--|---|
| FO 7.<br>Fire Administration<br><br>Executive Assistant<br>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<br>2. Number of days callback is required  | <b>Leave Time</b><br><b>Sick Time</b><br>FY20 Taken 2010 / \$42,292<br>Current Hrs Available 21,708<br>Liability \$604,159<br><b>Vacation Time</b><br>FY20 Taken 5,013 / \$116,946<br>Current Hrs Available 4,198<br>Liability \$119,406<br><b>Holiday Time</b><br>FY20 Taken 3,168 / \$69,411<br>Current Hrs Available 2,093<br>Liability \$53,173<br><b>Comp Time</b><br>FY20 Taken 0<br>Hrs Available 395<br>Liability \$12,550 |   |
| FO 8.<br>Fire Administration<br><br>Executive Assistant<br>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.   | 2020 Annual Report produced March 2021.  |   |
| FO 9.<br>Administration<br><br>Executive Assistant<br>Fire Chief      | We will operate within appropriated funds  | Expenditures will not exceed appropriations in Operations.<br>Affected budget lines:<br>1. Overtime<br>2. Differential Pay<br>3. Fuel<br>4. Vehicle Maintenance<br>5. Building Maintenance<br>6. Equipment Maintenance<br>7. Uniforms/PPE | 1. FY20 \$107,000 & ended \$113,053 – over by \$6,053<br>2. FY20 \$13,000 & ended \$12,684 – under by \$316<br>3. FY20 \$33,300 & ended \$25,902 – under by \$7,399<br>4. FY20 \$81,185 & ended \$90,717 – over by \$9,532<br>5. FY20 \$20,000 & ended \$28,324 – over by \$8,324<br>6. FY20 \$20,800 & ended \$20,682 – under by \$118<br>7. FY20 \$15,000 & ended \$13,814 – under by \$1,186                                    | Overages were covered by line item budget transfers within the FD budget. |
| FO 10.<br>Administration<br><br>Battalion Chiefs<br>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                |

| OBJECTIVE/<br>ACCOUNTABILITY   | PERFORMANCE<br>GOALS   | MEASUREMENT   | PERFORMANCE   | COMMENTS  |
|--|--|---|---|---|
| FO 11.<br>Administration<br><br>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.<br>Response Management<br><br>Fire Chief                      | We will investigate all fire department vehicle accidents.   | 1. Number of accidents investigated.<br>2. Number of accidents resulting in corrective action.                  | 1. Two (2) accidents<br>2. Two (2) accidents with corrective actions.   |   |
| FO 13.<br>Professional Development<br><br>Fire Chief/Fire Marshal    | 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, North Texas Fire Investigators Association |   |
| FO 14.<br>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 Engines have NO spare portable 700MHz radios assigned.  | Command vehicles have spares, but engines do not. Ordered 3 additional in early 2020. |
| FO 15.<br>Inspections and Maintenance<br><br>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.<br><br>Stations and apparatus cleaned daily.  | Will be cleaning apparatus more to prevent cancer causing agents                      |
| FO 16.<br>Inspection and Maintenance<br><br>Fire Marshal<br>Captains | Conduct pre-incident site surveys and annual inspections.  | Number of site surveys/inspections conducted.   | Inspections - 255<br>Plan Review - 40<br>CO - 52<br>Foster inspections - 18<br>High Hazard Fire Inspections – 0 (due to COVID)                  |   |
| FO 17.<br>Fire Administration<br><br>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. |

| OBJECTIVE/<br>ACCOUNTABILITY                                 | PERFORMANCE<br>GOALS   | MEASUREMENT   | PERFORMANCE  | COMMENTS                 |
|--|--|---|--|--------------------------|
| FO 18.<br>Health and Safety<br><br>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   | Gym closed due to COVID. |
| FO 19.<br>Records Management<br><br>Engineers<br>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.<br>Community and Public Relations<br><br>Fire Marshal | Increase community contact, including a standard life and fire safety presentation with age-specific handouts  | Number of community contacts and programs                       | Unable to have in person Public Education Events due to COVID.<br><br>140 Public Service Announcements were made     |                          |
| FO 21.<br>Inspection and Maintenance<br><br>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<br><br>Hydrant Maintenance – 100% Completion                                    |                          |
| FO 22.<br>Inspection and Maintenance<br><br>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 – 100% Completion<br><br>Annual Ladder test- 100% Completion<br><br>Fire Pump Test- 100% Completion |                          |

| OBJECTIVE/<br>ACCOUNTABILITY                     | PERFORMANCE<br>GOALS  | MEASUREMENT   | PERFORMANCE  | COMMENTS |
|--|---|---|--|----------|
| <b>COMMUNITY RISK REDUCTION DIVISION SECTION</b> |   |   |  |          |
| <b>Fire Marshal / Inspection Function</b>        |   |   |  |          |
| FP 1.<br>Fire Administration<br><br>Fire Marshal | 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>140 Public Service Announcements</li> </ul>   |          |
| FP 2.<br>Fire Administration<br><br>Fire Marshal | We will actively investigate all fires to ensure proper follow-up to all pertinent incidents.   | <ol style="list-style-type: none"> <li>Number of investigations performed</li> <li>Number of arson fires</li> <li>Number of cases open and closed</li> </ol>                                | <ol style="list-style-type: none"> <li>3 Fires Investigated</li> <li>Zero (0) Arson</li> <li>3 closed and zero (0) open</li> </ol>   |          |
| FP 3.<br>Fire Administration<br><br>Fire Marshal | We will track and attempt to intervene in all fires involving juvenile fire setters.  | <ol style="list-style-type: none"> <li>Number of post fire interventions</li> <li>Number of juvenile fires</li> </ol>   | <ol style="list-style-type: none"> <li>Juvenile Intervention - 0</li> <li>Juvenile Fire – 0</li> </ol>   |          |
| FP 4.<br>Fire Administration<br><br>Fire Marshal | 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>Operational plan to facilitate annual inspections of commercial occupancies.</li> <li>Number of inspections conducted by ROFR inspectors.</li> </ol> | <ol style="list-style-type: none"> <li>ROFR Community Risk Reduction Division, Annual Prevention Plan Broken Down by Month</li> <li>255 Inspections Conducted in 2020</li> </ol> |          |
| FP 5.<br>Fire Administration<br><br>Fire Marshal | We will identify large loss fires and ID fire code issues (if any) contributing to those fires.   | Number of large loss fires  | No large loss fires in 2020  |          |

| OBJECTIVE/<br>ACCOUNTABILITY                            | PERFORMANCE<br>GOALS  | MEASUREMENT  | PERFORMANCE   | COMMENTS |
|---|---|--|---|----------|
| FP 6.<br>Fire Administration<br><br>Fire Marshal        | 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>Determine number of Tier II EHS sites.</li> <li>Number of Tier II EHS sites inspected.</li> <li>Number of updates or pre-fire plans conducted by field operations personnel.</li> </ol> | <ol style="list-style-type: none"> <li>3 Tier II EHS sites</li> <li>3 Tier II EHS sites inspected</li> <li>0 Pre-Fire Plans Conducted by Operations Personnel due to COVID</li> </ol> |          |
| FP 7.<br>Fire Administration<br><br>Fire Marshal        | Provide review of repeated false alarms.  | <ol style="list-style-type: none"> <li>Number of false alarms.</li> <li>Number of properties with reoccurring false alarms.</li> <li>Number of notices.</li> </ol>   | <ol style="list-style-type: none"> <li>107 False Alarms in 2020</li> <li>1 location with 3 or more false alarms within a 30 day period.</li> <li>0 Notices</li> </ol>                 |          |
| OBJECTIVE/<br>ACCOUNTABILITY                            | PERFORMANCE<br>GOALS  | MEASUREMENT  | PERFORMANCE   | COMMENTS |
| <b>Public Education Function</b>                        |   |  |   |          |
| PE 1.<br>Fire Administration<br><br>Fire Marshal        | We will deliver a comprehensive Public Education program to school children and senior citizens.  | <ol style="list-style-type: none"> <li>Number of programs delivered</li> <li>Number of contacts</li> </ol>   | All Public Education programs canceled due to COVID   |          |
| PE 2.<br>Fire Administration<br><br>Fire Marshal        | 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.  | 10 smoke detectors installed, or contacts made  |          |
| PE 3.<br>Fire Administration<br><br>Fire Marshal        | 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, Diaz &amp; Wilkinson (8 hours each)</li> <li>North Texas Fire Marshal's Conference – Diaz &amp; Trojacek</li> </ul>        |          |
| PE 4.<br>Fire Administration<br><br>Executive Assistant | We will use the website as both a public education tool and a public relations tool.  | Number of website visits   | In 2020, <a href="http://www.redoakfirerescue.com">www.redoakfirerescue.com</a> had 20,519 hits and 10,600 unique visitors. 1,785 Facebook followers                                  |          |

| OBJECTIVE/<br>ACCOUNTABILITY                      | PERFORMANCE<br>GOALS  | MEASUREMENT   | PERFORMANCE  | COMMENTS |
|---|---|---|--|----------|
| <b>Fire Investigation Function</b>                |   |   |  |          |
| INV 1.<br>Fire Administration<br><br>Fire Marshal | We will conduct investigations of all fires meeting the criteria set by the FM. | 1. Number of fires investigated.<br>2. Number of fires not investigated.      | 1. 3 Fires Investigated<br>2. 0 Fires Not Investigated |          |
| INV 2.<br>Fire Administration<br><br>Fire Marshal | Provide professional growth opportunities for investigators.                    | Provide fire detection and investigation classes and refresher opportunities. | No conferences were attended due to COVID              |          |