



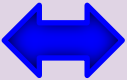






# City of Manitowoc

## Fire Rescue Department

| PERFORMANCE STANDARDS   | MEASUREMENT   | PERFORMANCE   |
|---|---|---|
| <b>Administration and Leadership</b>  |   |   |
| 1. Ensure emergency response performance standards on scene are safe, efficient and in conformance with adopted MFD 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. |    |
| 2. 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)   |    |
| 3. Develop budget 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.   |    |
| 4. 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 each, per fiscal year  |    |
| 5. 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.  |  |
| 6. Provide continued compliance with industry standards and operating recommendations.  | Ensure MFD operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation Group.  |  |
| 7. Ensure continued involvement in research to improve efficiency and effectiveness of operations.  | Provide resources and personnel to ensure MFD involvement in local, regional and national research projects.  |  |

Red "Up" Arrow = Met/Exceeded








Blue "Double" Arrow = Working On

Black "Down" Arrow = not meeting performance standard



# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS   | MEASUREMENT   | PERFORMANCE   |
|---|---|---|
| <b>Administration and Leadership</b>  |   |   |
| 8. Participate in local government projects and events for fire department recognition and involvement.   | The MFD should provide resources as available to city events and projects to provide input, direction and general assistance. |    |
| 9. Evaluate all personnel annually as part of on on-going evaluation program.   | The MFD should ensure all personnel are properly evaluated, with required documentation, annually.                            |    |
| 10. Monitor the budget of all revenue and expenditure lines to ensure appropriate management.   | The MFD shall record and manage monthly budget status of all lines and ensure a budget surplus.                               |    |
| 11. 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. |    |
| 12. Publish a monthly department report to disseminate important information  | Number of distributed copies of monthly and verification that report is posted on department website.                         |  |
| 13. Conduct meetings with the following groups at the specified intervals: Command Staff: Weekly; Company Officers: Monthly; Entire Department: Quarterly | Number of meetings held in each category.   |  |
| 14. Review SOPs and implement new policies as the need arises.  | Number of SOPs developed/ revised and implemented at quarterly department meetings.   |  |

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# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS   | MEASUREMENT   | PERFORMANCE   |
|---|---|---|
| <b>Administration and Leadership</b>  |   |   |
| 15. Ensure Command Staff attendance at City Council meetings and oversight committees.                                    | Number of City Council meetings attended and oversight committees   |  |
| 16. Survey our citizens that we have responded to in order to determine our strengths and weaknesses in customer service. | 1. Number of surveys distributed. 2. Number of surveys returned. 3. Average score                               |  |
| 17. Ensure the reporting and appropriate handling of maintenance issues withing the Fire Department                       | 1. Number of work orders received via the electronic reporting system.<br>2. Number of work orders outstanding. |  |

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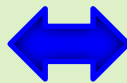

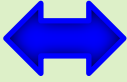

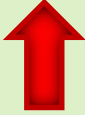

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# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS   | MEASUREMENT  | PERFORMANCE   |
|---|--|---|
| <b>Field Operations</b>   |  |   |
| 1. We will respond with a minimum of three (3) persons on all fire engines to reported structure fires.   | 1. Percent of companies responding with 3 personnel  |    |
| 2. A. Determine injuries and acts of responsible for firefighter injuries using data gathered from Human Resources Dept. B. Develop action plan to reduce identified injuries.                            | 1. Complete Study by December 1st of every year.   |    |
| 3. We will make daily apparatus checks and report any prudent findings. Weekly, apparatus and equipment will be thoroughly inspected. SCBA's, pumps, ladders, and hand/power tools.                       | The number of times apparatus weekly checks are recorded. (52 weeks per apparatus = 100% compliance)               |    |
| 4. 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.                      | 5 minute response time after "responding" 90% of the time, excluding mutual aid responses. Review annually.        |    |
| 5. We will schedule all members for mandatory medical physicals as recommended by SPS 330.  | All members of the MFD shall receive medical physicals compliant to SPS 330 at intervals dictated by policy.       |  |
| 6. We will recommend applicants for outside training opportunities based on defined personal goals and defined benefit to the MFD. Prior to participation, available staffing and funds will be reviewed. | At least three (3) members per shift shall attend outside training or conference opportunities on an annual basis. |  |
| 7. We will notify Command Staff of all fireground injuries.   | Number of occurrences  |  |

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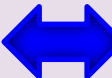



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# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS   | MEASUREMENT   | PERFORMANCE   |
|---|---|---|
| <b>Field Operations</b>   |   |   |
| 8. 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.  |    |
| 9. We will review 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 overtime hours, per shift.           |    |
| 10. 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. |    |
| 11. We will operate within appropriated funds.  | Expenditures will not exceed appropriations in Field Operations.                                      |    |
| 12. We will conduct Post Incident Analysis of all working incidents (residential, commercial, or otherwise) where multiple lines of attack are laid, within five working shifts. Analyzed via a Post Incident Analysis. | Number of incidents analyzed via a Post Incident Analysis.  |   |
| 13. 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 in the computer-based department system.       |  |
| 14. We will participate in physical fitness in accordance with current department policy.   | Number of hours recorded per member per month.  |  |


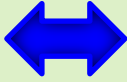



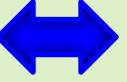
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# City of Manitowoc Fire Department

| PERFORMANCE STANDARDS   | MEASUREMENT  | PERFORMANCE   |
|---|--|---|
| <b>Field Operations</b>   |  |   |
| 15. We will gather all pertinent information to complete the NFIRS form and to identify and request needed assistance from other agencies.                | Number of incomplete or missing NFIRS reports as identified through quality control.             |    |
| 16. We will inspect for damage and flow 100% of all city private hydrants annually and report damaged or inoperable hydrants.                             | Percent of hydrants tested and documentation recorded.   |    |
| 17. 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. |    |
| 18. We will annually test all hose as required by NFPA Standard 1961  | 1. Number of hose sections tested. 2. Number of hose sections failed.                            |    |
| 19. We will annually test all ladders as required by NFPA Standard 1932.  | 1. Number of feet tested. 2. Number of feet failed.  |   |
| 20. We will annually test all fire pumps as required by NFPA Standard 1911.   | 1. Number of pumps tested. 2. Number of pumps failed.  |  |

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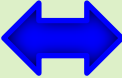



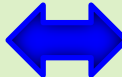

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# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS  | MEASUREMENT  | PERFORMANCE   |
|--|--|---|
| <b>Emergency Medical Services (EMS)</b>  |  |   |
| 1. 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%.  |    |
| 2. 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 is to areas outside the city limits.  |    |
| 3. 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). |    |
| 4. 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.  |    |
| 5. Reduce Medical supply shortages and equipment malfunctions on all EMS units.  | Minimum required inventories of equipment established and needs communicated to purchasing authorities.  |   |
| 6. MFD will oversee a comprehensive quality improvement EMS program.   | 1. Conduct a minimum twelve (12) EMS CEU classes per year (4 per quarter)  |  |
| 7. Recognize ST segment elevation myocardial infarction (STEMI) incidents in the field and produce an on-scene to hospital arrival time of less than 15 minutes. | Through the quality assurance process, review STEMI occurrences each month and review with medical control as necessary.   |  |

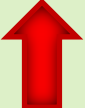

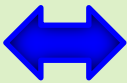
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# City of Manitowoc Fire Department

| PERFORMANCE STANDARDS  | MEASUREMENT   | PERFORMANCE   |
|--|---|---|
| <b>Emergency Medical Services (EMS)</b>  |   |   |
| 8. Review specified emergency medical incidents for quality assurance.                         | Number of QA/QI and reason for review.  |  |
| 9. Attend Joint Dispatch Center EMD advisory meetings.   | Attendance at Bi-monthly meeting to review EMD benchmarking and concerns.     |  |
| 10. Ensure that ambulance reimbursement revenue meets monthly projections for the fiscal year. | Amount of EMS revenue collected and percentage collected for the fiscal year. |  |

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# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS  | MEASUREMENT   | PERFORMANCE |
|--|---|-------------|
| <b>Training Section</b>  |   |             |
| 1. Provide developmental training for company officers and chief officers.           | Conduct monthly review of training hours for current Company Officers, to include training courses, and officer meetings. |             |
| 2. We will continue to deliver training that is required annually for all personnel. | Deliver courses as specified in the MFD annual training plan and calendar.  |             |
| 3. Ensure all personnel continue to meet the requirements of NFPA 1001.              | Job performance review skill sheets will be utilized to monitor compliance and consistency.                               |             |
| 4. 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.   |             |
| 5. Review, audit, and purge training records of all members annually.                | Percentage of records reviewed and audited.   |             |

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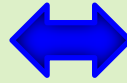

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# City of Manitowoc

## Fire Department

| PERFORMANCE STANDARDS  | MEASUREMENT  | PERFORMANCE   |
|--|--|---|
| <b>Fire Prevention Services Section</b>  |  |   |
| 1. We will reduce the loss of lives and property from fire and other preventable accidents.  | 1. Press release issued on subject.  |    |
| 2. 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.   |    |
| 3. We will track and attempt to intervene in all fires involving juvenile firesetters.   | Number of interventions and number of juvenile fires.  |    |
| 4. We will achieve an increased level of safety for the community by ensuring that buildings meet or exceed the standards provided by NFPA, DSPPS, and local ordinances. | 1. Number of inspections conducted by MFD.   |    |
| 5. Provide review of false alarms and enforce the false alarm ordinance, when appropriate.   | 1. Number of false alarms. 2. Number of properties with re-occurring false alarms within the month. 3. Number of notices or fines sent within the month. |  |




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# City of Manitowoc Fire Department

| PERFORMANCE STANDARDS  | MEASUREMENT                          | PERFORMANCE   |
|--|--------------------------------------|---|
| <b>Public Education Function</b>   |                                      |   |
| 1. We will deliver a comprehensive Public Education program to school children.                      | Number of programs delivered.        |  |
| 2. We will develop a program to conduct smoke detector checks and installations at local residences. | Number of smoke detectors installed. |  |
| 3. We will use the website as both a public education and a public relations tool.                   | Number of website visits.            |  |

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