

# Rogers Fire Department ANNUAL OPERATIONS PLAN



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

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OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>Administration Section</b>				
<b>Administrative Services</b>				
AS 1. General Administration	Ensure emergency response performance standards on scene are safe, efficient and in conformance with adopted RFD policies and guidelines.	Respond to emergency scenes involving fire, emergency medical, HazMat and technical rescue to view that operational standards are followed. Conduct monthly activity reports to determine workload and review NFIRS incident log.	Monthly Review:	Monthly Activity Reports to be posted on website.
AS 2. General Administration	Develop department plans and SOPs based on SOP accountabilities, national guidelines and city strategies.	Review department plans and annual goals as well as SOPs on a quarterly basis (January, April, July, October)	Quarterly Review:	SOPs should be reviewed and updated through department-wide participation.
AS 3. General Administration	Develop budget with priorities based on the current fiscal year goals and section needs.	Create inter-department budget goals for capital, expansion and operating by July in preparation for presentation to city finance and administration.	Annual Review:  Completion & Comments:	Budgetary goals should include capital, training, staffing, communications and miscellaneous administrative.

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
AS 4. Professional Development	Increase professional skills and training levels by funding and providing professional growth opportunities.	1. Ensure that all Chief Officers attend at least one (1) outside training seminar per fiscal year each.	Annual Review by member:	
AS 5. Professional Development	Increase professional skills and training levels to all members by providing internal opportunities for leadership development and communication of department issues.	Ensure officer development occurs on a quarterly basis and that meetings of company officers occur each month with a regimented agenda and discussion session. This shall be integrated into the department's training calendar.	Monthly Review:	Officer development each quarter should include the entire department as part of succession planning.
AS 6. General Administration	Provide continued compliance with industry standards and operating recommendations.	Ensure RFD operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation (CFSAI) Group.	Annual Review of CFSAI Issues/Standards:	Annual reviews and internal audits should be conducted to determine compliance.

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
AS 7. Research and Development	Ensure continued involvement in research to improve efficiency and effectiveness of operations.	Provide resources and personnel to ensure RFD involvement in local, regional and national research projects.	Annual Review:	Projects include local capital expenditure research, participating with State Homeland Security, AFA assistance and work with the Executive Fire Officer Program.
AS 8. General Administration	Participate in local government projects and events for fire department recognition and involvement.	The RFD should provide resources as available to city events and projects to provide input, direction and general assistance.	Quarterly Review:	Examples include Chamber Events, City Development & Planning Committee Meetings, City Gatherings, etc  Gathered from Monthly Activity Reports
AS 9. General Administration	Evaluate all personnel annually as part of an on-going evaluation program.	The RFD should ensure all personnel are properly evaluated, with required documentation, annually.	Monthly Review	Evaluations must be completed in the month of the member's action date (hire date or promotion date) and include a meeting with their direct supervisor.
AS 10. Fiscal Administration	Monitor the budget of all revenue and expenditure lines to ensure appropriate management.	The RFD shall record and manage monthly budget status of all lines and ensure a budget surplus.	Monthly Review:	Fire department headquarters shall publish a monthly budget monitor and post for viewing by all members of the RFD.
AS 11. General	Increase efficiency of	The department should	Completion of annual	Analysis of fleet needs

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration	department physical resources operations through continued improvement.	evaluate critical physical resource needs to anticipate needs and expenditures prior to the need becoming recognized by field personnel.	apparatus inspection in July:  Completion of annual fleet resource management meeting in September:	shall occur through the inspection of apparatus by command staff each year and through a meeting that includes Captains from the field operations section.
AS 12. General Administration	Maintain awareness of station and facility needs through inspection and improvement.	The department should evaluate facilities to identified problems and anticipate needs prior to critical situations occurring.	Completion of annual facility inspection in July:	Analysis of facility needs shall occur through the inspection of each department building by command staff each year.
AS 13. General Administration	Maintain awareness of special team needs.	The department should evaluate its special teams (ARFF, SOT, SERU) to identify problems and anticipate needs prior to critical situations occurring.	Command staff present at all special team meetings.  Bi-annual meetings with team coordinators and Fire Chief.	
AS 14. General Administration	Publish a quarterly department newsletter to disseminate important information.	Number of distributed copies of newsletter and verification that newsletter is posted on department website.	Quarterly Review:	
AS 15. General Administration	Conduct meetings with the following groups at the	Number of meetings held in each category	Quarterly Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
	specified intervals:  Command Staff, weekly Company Officers, monthly Entire Dept, quarterly			
AS 16. General Administration	Review SOPs and implement new policies as the need arises.	Number of SOPs developed/revised and implemented at quarterly department meetings.	Quarterly Review:	
AS 17. General Administration	Ensure Command Staff attendance at City council meetings.	Number of City Council meetings attended	Monthly Review:	
AS 18. General Administration	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	Monthly Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>Emergency Medical Services Section</b>				
<b>Emergency Medical Services</b>				
EMS 1. Emergency Scene Response	Ensure proper medical protocols are followed and that interventions are used that are appropriate and necessary.	Respond to emergency incidents and through the quality assurance process, demonstrate effective and proper EMS skills. IV success should be > 80% and intubation success should be > 90%. Also count the number of Level II QA/QI reports conducted.	Monthly Review:	As published in monthly activity reports.
EMS 2. Emergency Scene Response	Maintain or exceed the adopted emergency response time standard for emergency medical care in and outside of city limits.	Respond to emergency medical scenes within four (4) minutes, 90% of the time, within the city limits and within eight (8) minutes, 90% of the time, when response to areas outside the city limits.	Monthly Review:	As published in monthly activity reports.

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
EMS 3. Emergency Scene Response	Improve cardiac survival rates during medical emergencies involving patients in cardiac arrest.	Respond to emergency scenes involving patients who are in cardiac arrest and provide necessary basic and advanced life support at an appropriate level. Equipment failure should occur <1% of the time and a survival rate of 20% or greater should be attempted (ROSC).	Monthly Review:	Cardiac survival rates and equipment failure shall be monthly topics of review in EMS / Quality Assurance Board meeting and reported to the PIO for Monthly Activity Reporting.
EMS 4. Emergency Scene Response	Reduce lost time to Communicable Disease and Infectious Disease of firefighting personnel when exposed.	Deliver infectious control training and ensure proper follow-up to all possible exposure cases.	Quarterly Review:	Count the number of infectious disease exposure each quarter.
EMS 5. Inspection & Maintenance	Reduce Medical supply shortages and equipment malfunctions on all EMS units.	Minimum required inventories of equipment established and needs communicated to purchasing authorities.	Quarterly Review	Daily equipment checks shall also constitute adherence to this objective.  Note equipment deficiencies or low stock.
EMS 6. Personnel	RFD will oversee	1. Conduct a minimum	Annual Review	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration	comprehensive quality improvement program EMS program.	eight (8) EMS CEU classes per year (2 per quarter) 2. Ensure 100% recertification of EMT-Basic and EMT-Paramedic employees 3. Produce at least three (3) new EMT-Paramedics annually		
EMS 7. Emergency Scene Response	Recognize ST segment elevation myocardial infarction (STEMI) incidents in the field and produce an on scene to hospital arrival time of less than 45 minutes.	Through the quality assurance process, review STEMI occurrences each month and review with medical control as necessary.	Monthly Review:	Consider specific reporting method to identify STEMI calls.
EMS 8. Quality Assurance	Review specified emergency medical incidents for quality assurance.	Number of Level II QA/QI meetings and reason for review.	Monthly Review:	
EMS 9. Emergency Medical Dispatching	Review 12% of all emergency medical E911 calls for compliance with National Academy of Emergency Dispatch standard of care.	Number of EMS Calls, number of EMS Calls where EMD was reviewed (> or = 12%)	Monthly Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>Training Section</b>				
<b>Training Services</b>				
TS 1. General Administration	We will deliver annual Hazardous Materials Refresher training for Operations and Technician level responders.	Members shall receive a minimum of twenty-four (24) refresher hours to include classroom and practical instruction pursuant to NFPA 472 and applicable ADEM requirements.	Annual Review:	
TS 2. General Administration	Provide developmental training for company officers and chief officers in compliance with NFPA 1021.	<p>Conduct annual review to determine current certification requirements for Future Company Officers.</p> <p>Conduct monthly review of training hours for current Company Officers, to include training courses, officer meetings, etc</p>	Monthly Review:	
TS 3. General Administration	We will provide a basic firefighter academy class to all new probationary members of the RFD.	Ensure all probationary members complete an RFD academy as described in policy.	Annual Review	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
TS 4. General Administration	We will continue to deliver training that is required annually for all personnel:	Deliver courses necessary for regular refresher per the RFD annual training plan and calendar.	Annual Review:	
TS 5. General Administration	Ensure all personnel continue to meet the requirements of NFPA 1001, 472, 1002, as required.	Require all members to complete a “company standards” workbook, as assigned quarterly.	Quarterly Review:	Developed by training committee.
TS 6. Inspection and Maintenance	We will continue to monitor the department’s training manuals.	Purchase identified needs for IFSTA manuals for station inventory every year. All new firefighters should receive applicable manuals for NFPA 1001 and 472 compliance.	Annual Review:	Conduct needs assessment as part of the next year’s budget process.
TS 7. General Administration	We will ensure driver’s training is conducted for members as described in policy.	New apparatus will mandate training by all members of the department. New members will submit to a relief driver’s training program, prescribed by policy. Annual review of adherence to policy will occur.	Annual Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
TS 8. General Administration	The Special Operations Team will receive necessary training and competency evaluation.	<p>Each year members of the SOT will submit to competency evaluations as determined by the SOT coordinator and command staff.</p> <p>Each year the SOT training needs shall be evaluated and submitted for budgetary purposes.</p>	Annual Review:	
TS 9. General Administration	The Aircraft Rescue and Firefighting Team (ARFF) shall receive necessary training and competency evaluation.	Each year members of the ARFF team will complete FAA required live burn training. Selected leaders of the team will also be provided with an opportunity for advanced level training, as determined by the ARFF coordinator and command staff.	Annual Review:	
TS 10. General Administration	Review, audit, and purge training records of all members annually.	Percentage of records reviewed and audited.	Annual Review:	
TS 11. General	Increase the level of	Percentage of members	Annual Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration	hazardous materials training to Haz-Mat Technician for at least 80% of the members.	certified as Haz-Mat Technicians.		
TS 12. National Fire Academy	Encourage attendance of National Fire Academy residency courses by department members.	Number of National Fire Academy Courses attended.	Annual Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
<b>FIELD OPERATIONS SECTION</b>					
<b>Chief &amp; Company Officers</b>					
FO 1. Emergency Response Management	We will respond with a minimum of 3 persons on all fire engines (27 Man Minimum)	1. Percent of companies responding with 3 personnel	Percentage of Time Compliant:	Percentage of Time Compliant:	Percentage of Time Compliant:
FO 2. General Administration	1. Determine injuries and acts responsible for firefighter injuries using data gathered from Human Resources Dept.  2. Develop action plan to reduce identified injuries	1. Complete Study by December 1 of every year	List reoccurring injuries and potential ways to mitigate (all shifts):		

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
FO 3. General Administration	We will make daily apparatus checks and report any prudent findings. Weekly, apparatus and equipment will be thoroughly inspected. SCBAs, pumps, ladders and hand/power tools will be maintain monthly according to SOP.	The numbers of times apparatus weekly check sheets are not turned in shall be recorded. (52 weeks per apparatus = 100% compliance)	Percentage of Time Compliant:	Percentage of Time Compliant:	Percentage of Time Compliant:
FO 4. General Administration	We will provide a quality level of protection for life and property by maintaining effective geographical company distribution for rapid response to fire and rescue emergencies.	4 minute response time after “responding” 90% of the time, excluding mutual aid responses.  Review annually.	Average Response Time:	Average Response Time:	Average Response Time:
FO 5. Personnel Administration	We will schedule all members for mandatory medical physicals as recommended by NFPA 1582.	All members of the RFD shall received medical physicals compliant to NFPA 1582 at intervals dictated by policy.	Physicals delivered annually:  Cardiac CT Scans: Stress Tests:	Physicals delivered annually:  Cardiac CT Scans: Stress Tests:	Physicals delivered annually:  Cardiac CT Scans: Stress Tests:
FO 6. Personnel	We will recommend applicants for outside	At least six (6) members per shift	Annual Performance:	Annual Performance:	Annual Performance:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
Management	training opportunities based on defined personal goals, defined benefit to the RFD, prior participation, available staffing and funds.	shall attend full-day outside training or conference opportunities on an annual basis. (6 events total per shift = 100% compliance)			
FO 7. Personnel Management	We will notify Command Staff of all fireground injuries.	Number of occurrences	Annual Performance:	Annual Performance:	Annual Performance:
FO 8. General Administration	We will review monthly activity and take appropriate action when outputs are unacceptable (response time, NFIRS incomplete status).	Number of criteria determined to be unacceptable each month.	Monthly Review:		
FO 9. Personnel Administration	We will 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 (1 member = 1 day)	Number of Sick Days Each Month (Non WC):  Number of Days Callback is required:	Number of Sick Days Each Month (Non WC):  Number of Days Callback is required:	Number of Sick Days Each Month (Non WC):  Number of Days Callback is required:
FO 10. General Administration	We will analyze all data relative to all facets of Field	Yearly activity report analyzed and discussed to evaluate	Annual Review:	Annual Review:	Annual Review:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
	Operations and actively facilitate the accomplishment of department performance standards	potential improvements in response ability.			
FO 11. General Administration	We will operate within appropriated funds	Expenditures will not exceed appropriations in Field Operations. Affected budget lines: - Overtime - Fuel - Vehicle Maint.	Quarterly Performance:  Overtime:  Fuel:  Vehicle Maint:	Quarterly Performance:  Overtime:  Fuel:  Vehicle Maint:	Quarterly Performance:  Overtime:  Fuel:  Vehicle Maint:
FO 12. Personnel Administration	We will conduct a Post Incident Analysis of all working incidents (residential, commercial or otherwise) where multiple lines attack are laid within five working shifts	Number of incidents analyzed via a Post Incident Analysis.	Monthly Review:	Monthly Review:	Monthly Review:
FO 13. General Administration	We will create and maintain records on attendance, training,	All records will be current and accurately maintained and	Monthly Review:	Monthly Review:	Monthly Review:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
	public education, presentations, incident reports, staffing, promotions, transfers, apparatus location and others as required	available in the computer or paper-based department system			
FO 14. General Administration	We will conduct department business within the terms and conditions of departmental policies and city ordinances.	All department business sessions (SOP implementation, etc) shall be conducted pursuant to conditions provided in the SOP and standard practice.	Annual Review:	Annual Review:	Annual Review:
FO 15. Emergency Response Management	We will investigate all fire department vehicle accidents within 24 hours	<ol style="list-style-type: none"> <li>1. Number of accidents investigated.</li> <li>2. Number of accidents resulting in corrective action.</li> </ol>	Annual Review:	Annual Review:	Annual Review:
FO 16. Professional Development	We will continue to expand our professional knowledge of current	Maintain memberships in related professional organizations such as	Annual Review:	Annual Review:	Annual Review:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
	life safety techniques	IAFC and others			
FO 17. 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 field operations at all times. Record the number of instances radios were needed, but not available.	Monthly Review:	Monthly Review:	Monthly Review:
FO 18. Inspections and Maintenance	We will keep all uniforms and PPE clean, and orderly; tools will be kept in the same general locations	Company officers shall ensure compliance at their fire stations. Number of non-compliance events corrected by BC's and above.	Annual Review:	Annual Review:	Annual Review:
FO 19. Inspection and Maintenance	We will conduct pre-incident site surveys and company inspections.	Number of site surveys conducted.	Monthly Review:	Monthly Review:	Monthly Review:
FO 20. Personnel Administration	We will encourage individual career development planning.	1. Each member is given a professional development goal in Performance	Monthly Review:	Monthly Review:	Monthly Review:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
		Evaluation Session  2. Number of performance appraisals per month			
FO 21. Personnel Administration	We will participate in physical fitness in accordance with current department policy.	Number of hours recorded per member, per month	Monthly Review:	Monthly Review:	Monthly Review:
FO 22. General Administration	We will gather all pertinent information to complete NFIRS form and identify and request needed assistance from other agencies.	Number of incomplete or missing NFIRS reports as identified through quality control.	Monthly Review:	Monthly Review:	Monthly Review:
FO 23. Community and Public Relations	We will maintain community contacts, which may be either in-station or in-department, including	Number of community contacts completed	Monthly Review:	Monthly Review:	Monthly Review:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	A Platoon	B Platoon	C Platoon
	a standard life and fire safety presentation with age-specific handouts				
FO 24. Inspections and Maintenance	We will inspect for damage, flow and lubricate 100% of all city hydrants annually and report damaged or inoperable hydrants	Percent of hydrants tested and documentation recorded	Annual Review:	Annual Review:	Annual Review:
FO 25. Personnel Administration	We will inspect all members uniforms for defects, cleanliness, damage and other unsatisfactory conditions which would warrant repair or replacement	Number of members uniforms inspected annually – Display the percentage of PPE Inspected annually.	Annual Review:	Annual Review:	Annual Review:
FO 26. Inspections and Maintenance	We will annually test all hose as required by NFPA standard 1961	1. Number of hose sections tested 2. Number of hose sections failed	Annual Review:	Annual Review:	Annual Review:

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
<b>FIRE PREVENTION SERVICES SECTION</b>				
<b>Fire Marshal / Inspection Function</b>				
FP 1. General Administration	We will reduce the number and loss from winter fires from October through January	1. Press release issued on subject.	Annual Review:	
FP 2. General Administration	We will actively investigate all suspicious and high dollar loss fires to ensure proper follow-up to all pertinent incidents.	1. Number of investigations performed 2. Number of arson fires	Quarterly Review:	
FP 3. General Administration	We will track and attempt to intervene in all fires involving juvenile fire setters.	Number of interventions and number of juvenile fires.	Quarterly Review:	
FP 4. General Administration	We will achieve an increased level of safety for the community by ensuring that buildings meet or exceed the standards provided by ICC based codes.	1. Operational plan to facilitate annual inspections of commercial occupancies 2. Number of inspections conducted by RFD inspectors (not fire companies)	Monthly Review:  Review of Annual Plan:	
FP 5. General	We will operate within	Expenditures do not	Quarterly Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration	appropriated funds.	exceed allocated and approved resources.		
FP 6. Inspections and maintenance	We will identify large loss fires and the code enforcement issues (if any) contributing to those fires.	1. Number of large loss fires 2. Follow up inspections of similar occupancies. 3. Number of corrected violations.	Quarterly Review:	
FP 7. General Administration	We will achieve an increased level of safety for the community by ensuring that all members of the fire marshal's office meet Inspector II level.	All members of the fire marshal's office shall meet Inspector II qualifications and do all things necessary to maintain such certification.	Annual Review:	
FP 8. General Administration	Protect firefighters and the community from environmental and fire hazards at sites containing EPA listed Extremely Hazardous 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 provided to field operations personnel	Annual Review:	
FP 9. General Administration	Provide review of false alarms and ensure the false	1. Number of false alarms.	Monthly Review:	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
	alarm ordinance, when appropriate.	2. Number of properties with reoccurring false alarms within the month. 3. Number of notices or fines sent within the month.		
<b>Public Education Function</b>				
PE 1. General Administration	We will deliver a comprehensive Public Education program to school children.	Number of programs delivered.	Annual Review:	
PE 2. General Administration	We will develop a program to conduct smoke detector checks and installations at local residences.	Number of smoke detectors installed.	Monthly Review:	
PE 3. General Administration	We will continue development of knowledge and public education skills.	Each member of the fire marshal's office will attend one training class during the fiscal year.	Annual Review:	
PE 4. General Administration	We will use the website as both a public education tool and a public relations tool.	Number of website visits.	Monthly Review:	
<b>Fire Investigation Function</b>				
INV 1. Personnel	We will conduct	1. Number of fires	Monthly Review	

OBJECTIVE / ACCOUNTABILITY	PERFORMANCE STANDARDS	MEASUREMENT	PERFORMANCE	COMMENTS
Administration	investigations of all fires meeting the criteria in the SOP for investigation.	investigated. 2. Number of fires not investigated that met the SOP criteria.		
INV 2. Personnel Administration	Provide professional growth opportunities for investigators.	Provide fire detection and investigation class and refresher opportunities through postings, etc.  Number of classes hosted or posted for participation.	Annual Review:	