

Rogers Fire Department

2010-2015 Strategic Plan Assessment and Review

2014 Plan of Work



Rogers Fire Department

Department Slogan

“Courage to fight, compassion to service”

Vision Statement

It is the vision of the Rogers Fire Department to be an established authority, nationally recognized in every risk-related discipline.

Mission Statement

It is the mission of the Rogers Fire Department to provide exceptional risk-related services to our customers.

Statement of Values

- 1. Our employees are our most valuable resource.***
- 2. Relationships with internal and external agencies are integral to our success.***
- 3. Reducing risk to all of our customers and employees is paramount.***
- 4. We embrace character, integrity, and ethical behavior.***

Introduction

This document outlines the Rogers Fire Department’s review of its five-year Strategic Plan for 2010 to 2015. This document serves to account for the feedback received during a Strategic Plan Assessment session held April 22, 2013 at the Candlewood Suites Hotel in Rogers, AR.

This review of the department’s Strategic Plan was facilitated under the guidance of a Command Staff that included:

**Tom Jenkins, Fire Chief
Bryan Hinds, Deputy Chief assigned to Training Division
Travis Hollis, Battalion Chief assigned to Fire Prevention Division
Eddie Thompson, Battalion Chief “A” Platoon
Cliff Thompson, Battalion Chief “B” Platoon
David Whitlow, Battalion Chief “C” Platoon**

The strategic planning event involved the selection of representatives within the organization who represented either their rank or shift, or provided extra involvement into specific functions within the fire department. Fire Chief Tom Jenkins facilitated the Strategic Planning session and guided the participation of the members, listed below:

Captain Josh Terrell (3A)	Jeff Parks (5C)	Captain Bill Rumsey (RRD)
Terry Douglas (RRD)	Eric Warzecha (2B)	Andy Meeker (5A)
Josh Whittington (4B)	Captain Dusty Meredith (2B)	Ramsey Emerson (1A)
Brandon Bayer (3B)	Captain Dennis Thurman (TD)	Joshua Kirts (1A)
Captain Jeremy Criner (5B)	Captain Bill Huntington (TD)	Captain John Bobholz (1B)
Captain Greg Bray (3C)	Matt Burnett (4C)	Captain Scot Mason (5A)
David Williams (4B)		

The group was tasked with reviewing the current Strategic Plan of the fire department and conduct a performance audit and gap analysis within the program areas of the fire department:

- 1. Administration**
- 2. Fire Suppression**
- 3. Fire Prevention and Risk Reduction**
- 4. Public Education**
- 5. Fire Investigation**
- 6. Emergency Medical Services (EMS)**
- 7. Technical Rescue**
- 8. Hazardous Materials Response**
- 9. Aircraft Rescue and Firefighting (ARFF)**

In order to focus the department on attaining the vision desired an inventory of the previous years strategic priorities must be conducted.

The 2013 strategic priorities were:

- 1. Evaluation and analysis of category: ADMINISTRATION**
 - **Add unit status boards (CAD) to all fire stations and the training center**
 - **Establish starting pay bands for all positions**
 - **Establish and expand pay incentives for performance/training**
 - **Publish a weekly maintenance deposition**
 - **Encourage the Physical Resource Technician in obtaining Emergency Vehicle Technician Certification**
 - **Assign an Administrative Assistant to Physical Resources Technician**
 - **Update the City of Rogers Emergency Operations Plan**

- 2. Evaluation and analysis of category: FIRE SUPPRESSION PROGRAM**
 - **Update pre-incident planning information**
 - **Improve map pages to include labeling of main corridors and streets written out with coordinates**
 - **Provide carriers for the thermal-imaging cameras**
 - **Provide more live fire training scenarios to practice different tactics to re-evaluate current standing fire ground orders**

- 3. Evaluation and analysis of category: FIRE PREVENTION AND RISK REDUCTION PROGRAM**
 - **Develop smoke detector checklist in Spanish**
 - **Update pre-incident planning information for responders**

- 4. Evaluation and analysis of category: PUBLIC EDUCATION PROGRAM**
 - **Develop canned fire prevention programs for consistency**
 - **Target different age groups and demographics and not just children with prevention messages**
 - **Include more injury prevention messages in public education initiatives**

- 5. Evaluation and analysis of category: FIRE INVESTIGATION PROGRAM**
 - **Increase human resources available for fire investigation scenes**
 - **Increase the basic awareness/training of personnel assigned to the Field Operations Division**
 - **Conduct practical training evolutions**

- 6. Evaluation and analysis of category: EMERGENCY MEDICAL SERVICES PROGRAM**
 - **Host an EMS conference or regional training opportunity**
 - **Create a EMS laboratory at the training center**
 - **Evaluate existing equipment on ALS ambulances**

- **Re-evaluate ALS equipment on fire companies**
 - **Develop a patient safety program (handling)**
- 7. Evaluation and analysis of category: TECHNICAL RESCUE PROGRAM**
- **Increase resource knowledge and capability**
 - **Improve swift water equipment**
 - **Implement county mutual-aid training**
 - **Develop self-study guides for non-special operations fire companies**
 - **Conduct an analysis of the technical rescue program from outside experts**
- 8. Evaluation and analysis of category: HAZARDOUS MATERIALS RESPONSE PROGRAM**
- **Purchase props for the training center**
 - **Improve inter agency relationships (Railroad/D.O.T.)**
 - **Develop HAZMAT pre-plans for fixed facilities**
 - **Conduct a capabilities assessment on mutual-aid partners**
 - **Provide HAZMAT physicals for all Technician-level responders**
 - **Add monitoring equipment to all engine companies**
 - **Improve mass decontamination capability**
- 9. Evaluation and analysis of category: AIRCRAFT FIREFIGHTING PROGRAM**
- **Develop study guide on the airport and aircraft for reference**
 - **Increase the size of the ARFF team**
 - **Evaluate equipment**
 - **Develop minimum monthly standards**
 - **Improve the working relationship with XNA and Fayetteville**
 - **Provide advanced ARFF training**
 - **Conduct an analysis of the ARFF program from outside experts**
 - **Incorporate NTSB and post incident analysis findings into training**

As part of a continuous improvement process the department members participating in this strategic plan steering session were asked to evaluate the needs of the department for all the various program categories. The program categories are established using the Commission on Fire Accreditation International Self-Assessment Manual (8th Edition). The feedback provided is contained below.

- 1. Evaluation and analysis of category: ADMINISTRATION**
 - Improve the relationship with the city's Information Technology Department and consider a fulltime IT liaison for the fire department
 - Improve intra-department mail system
 - Add unit status boards (CAD) to the remaining fire stations that lack them
 - Complete an updated analysis of personnel, apparatus, and facilities improvement plans
 - Complete resource typing and apparatus nomenclature to standardize the department with the NWA Metro Chiefs guidebook

- 2. Evaluation and analysis of category: FIRE SUPPRESSION PROGRAM**
 - Standardize preconnected hose line lengths
 - Evaluate current equipment list on engine companies and consider expanding (RIT, power saws, etc)
 - Add voice amplifiers to current SCBA facepieces
 - Create and implement the position of "Fire Equipment Operator" on all fire companies
 - Evaluate foam storage capabilities
 - Consider the addition of a Captain to the Battalion Chief unit to serve as an aide

- 3. Evaluation and analysis of category: FIRE PREVENTION AND RISK REDUCTION PROGRAM**
 - Add an additional Captain in the Risk Reduction Division for inspections
 - Develop door hangers in Spanish
 - Update pre-incident planning information for responders
 - Add a more "in-depth" fire prevention class for firefighters conducting company-level inspections

- 4. Evaluation and analysis of category: PUBLIC EDUCATION PROGRAM**
 - Add an additional employee in the Risk Reduction Division for public education
 - Implement season public service announcements
 - Add a child safety seat inspection program

- 5. Evaluation and analysis of category: FIRE INVESTIGATION PROGRAM**
 - Add training opportunities for arson to company officers

- **Add training opportunities for juvenile fire setters for company officers**
- 6. Evaluation and analysis of category: EMERGENCY MEDICAL SERVICES PROGRAM**
- **Implement the use of “I-stat” devices to improve transfer of care to medical facilities**
 - **Review and improve the policy for decontamination of EMS equipment**
 - **Research and consider the formal implementation and community-based paramedicine**
 - **Add a Medvault for narcotic storage in the EMS supply room**
- 7. Evaluation and analysis of category: TECHNICAL RESCUE PROGRAM**
- **Consider alternatives for the collapse rescue trailers**
- 8. Evaluation and analysis of category: HAZARDOUS MATERIALS RESPONSE PROGRAM**
- **Purchase props for the training center**
 - **Improve inter agency relationships (Railroad/D.O.T.)**
 - **Improve mass decontamination capability**
 - **Work for methods to make hazardous materials technician-level training the minimum for members**
- 9. Evaluation and analysis of category: AIRCRAFT FIREFIGHTING PROGRAM**
- **Add hydraulic extrication equipment to the ARFF unit**
 - **Consider adding proximity suites to ARFF-assigned personnel**
 - **Add ARFF props to the airport fire station**
 - **Evaluate the airport response and consider assigning the BC to the tower**
 - **Add a dedicated firefighter to Station 3 for ARFF response**

Strategic Priorities and Action Items – 2014 Update

The original strategic plan for the Rogers Fire Department, developed during 2009 and implemented first in 2010, was substantially completed by the end of 2012. With accreditation from the Center for Public Safety Excellence and the Commission on Accreditation of Ambulance Services complete, the implementation of the strategic plan and subsequent annual updates was an overwhelming success.

This update of the strategic plan serves to incorporate several documents that previously existed separately from the formal strategic plan document. This document will continue to show the various strategic priorities and action items originally established. In addition to the original strategic plan, annual plans of work for the various divisions of the department, along with overall goals for the organization are provided.



The original strategic priorities and action items are provided below. In the annual goal section of this document the specific priority and action item they support is provided in the table for reference.

Priority 1: Care for, train, and ensure the safety of our employees

- 1. Action Item: Refine company training**
- 2. Action Item: Increase technical services (hazardous materials and technical rescue) education**
- 3. Action Item: Attend training and educational opportunities outside of the Northwest Arkansas area**
- 4. Action Item: Refine promotional track approach**
- 5. Action Item: Pursue succession planning and officer development**
- 6. Action Item: Maintain a current training plan**
- 7. Action Item: Provide regular department updates**

8. **Action Item: Maintain a dynamic process to review policies**
9. **Action Item: Provide state of the art training facilities**
10. **Action Item: Manage traffic safety issues**
11. **Action Item: Improve emergency communications**
12. **Action Item: Establish a healthy workforce**

Priority 2: Develop our organization to lead the fire service

1. **Action Item: Maintain awareness of issues that affect the city**
2. **Action Item: Pursue and maintain accreditation**
3. **Action Item: Pursue an improved ISO rating**
4. **Action Item: Maintain leadership in the region, state, and nation regarding fire service issues**
5. **Action Item: Participate in training delivery at a national level**

Priority 3: Deploy and manage our resources effectively

1. **Action Item: Review and control costs of our services**
2. **Action Item: Find innovative ways to increase funding**
3. **Action Item: Maintain a standard of coverage assessment**
4. **Action Item: Explore response alternatives**
5. **Action Item: Maintain the master plan that addresses facilities and fleet**
6. **Action Item: Review design of apparatus to standardize fleet**

Priority 4: Reach out to our community

1. **Action Item: Enhance our public education program**
2. **Action Item: Promote the Rogers Fire Department**
3. **Action Item: Participate in special events**
4. **Action Item: Survey our customers**
5. **Action Item: Increase outreach to other city departments**
6. **Action Item: Enhance the website**
7. **Action Item: Reach out to the Non-English speaking community**

DEPARTMENT GOALS AND OBJECTIVES - 2014

Goal / Objective	Responsibility	Time	Comments
Complete the installation of CAD status monitors and turnout time “count down clocks” in all remaining fire stations that lack the equipment.	Risk Reduction Division &* Information Technology Department	2Q	Station 3 – Both Station 5 – Clock Station 7 - Clock
Purchase two additional APX 6000 XE portable radios to be assigned to the Battalion Chief for back-up and special event assignments.	Office of the Fire Chief	4Q	
Complete the reassignment of vehicle assets 113 and 111 to the Training Division. Assignment shall include procedures for maintenance, weekly inspection, and apparatus inventory.	Office of the Fire Chief and Training Division	2Q	
Formally explore the future expansion of the training center with Northwest Arkansas Community College.	Training Division	4Q	
Conduct a promotional process for the position of Fire Equipment Operator (FEO) and successfully integrate selected candidates into the Field Operations Division.	Training Division and Field Operations Division	4Q	
Hire and train six additional firefighters to permanently staff Medic 7 as standalone units.	Field Operations and Training Division	3Q	
Place a new ambulance in service at Fire Station 1. Relocate existing ambulance resources accordingly based on vehicle life span, mileage and repair history.	Field Operations Division and Office of the Fire Chief	3Q	
Develop a policy and procedure for the establishment of an EMS plan for mass gathering events according to practices recommended by the EMS Physicians association.	Office of the Fire Chief	1Q	See <i>Mass Gathering Medical Care</i> , Jaslow, MD, et al Pg. 359 NAEMSP
Complete the development and formatting of the City of Rogers Emergency Operations Plan (EOP).	Office of the Fire Chief	2Q	
Successfully adopt the new and amended Arkansas Fire Prevention Code.	Risk Reduction Division	2Q	
Begin construction on new fire station 2 at 1810 West New Hope Road.	Office of the Fire Chief	1Q	
Secure a formal agreement regarding land for Fire Station 8 along the new Pleasant Grove Road west of Rainbow Road in west Rogers.	Office of the Fire Chief	2Q	
Officially adopt regional resource typing and nomenclature in accordance with NIMS and the NWA Metro Fire Chiefs.	Office of the Fire Chief	2Q	
Conduct a new audit and evaluation from the Insurance Service Office.	Office of the Fire Chief and Risk Reduction Division	3Q	

ANNUAL DIVISION PLANS

In an effort to improve transparency and reduce the number of documents pertaining to the cyclical annual planning process, this document consolidates the various plans of work for all department divisions. Annual plans of work are developed through the leadership of the department's command staff. These plans take into account the mission and vision of the department, along with the contributions found earlier in this document from the yearly strategic planning sessions held with internal stakeholders.

The documents included in the Strategic Plan Assessment and Annual Plan of Work includes:

- 1. Annual Risk Reduction Plan – Battalion Chief Travis Hollis**
- 2. Annual Training Plan – Deputy Chief William Hyde**
- 3. Annual Field Operations Plan – Deputy Chief Bryan Hinds**

ANNUAL RISK REDUCTION PLAN

The 2014 Rogers Fire Department Annual Risk Reduction Plan (ARRP) serves to inform personnel of the prevention activities during the 2014 calendar year. The ARRP is directed at all divisions, areas printed in red will directly effects all divisions. The ARRP was developed in conjunction with the 2014 Rogers Fire Department Annual Training Plan (ATP) and the Annual Field Operations Plan (AFOP). The ARRP will systematically address prevention needs in the form of building inspections, hydrant inspections, and community education.

Through policies and the ARRP, assurance will be made that programs are ingrained into the Department as the way we do business. As a result, the Department will mitigate risk-related events prior to their occurrence providing for a safer community to live, work, and visit. In 2014, the following four areas will receive specific attention:

1. **Deliverance of public education for risks that are specific to the City of Rogers**
 - a. Traumatic accidents
 - b. Chest pain
 - c. Seizures
 - d. Respiratory distress
 - e. Falls
 - f. Fires
2. **Inspection of 100% of medium and high risk occupancies**
3. **Deliverance of seasonal public service announcements (PSAs)**
4. **Delivering exceptional core prevention programs**
 - a. K-5 Fire Prevention Education
 - b. CPR 5th & 9th Grade
 - c. Junior Fire Marshal's Program

Every attempt will be made to adhere with the ARRP as the year progresses. However, this subject to change at the discretion of Department leadership.

Annual Risk Reduction Plan Calendar

January

- Risk Reduction Division inspect districts:
 - o 1001, 1002, 1005, 1007, 1008, 1009, 1016, 1017, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, & 2010
- Safety Bulletins for area churches

February

- Risk Reduction Division inspect of Daycare Facilities
- Nursing Home Fire Safety Education
- Fall Injury Prevention (Assisted Living Facilities)
- Safety Bulletins for area churches
- Target Hazards Tours lead by Prevention Division
 - o FMA 2 and FMA 3 (Mondays)
 - o FMA 1 and FMA 5 (Fridays)

March

- Prevention Division inspect districts:
 - o 1006, 3008, & 5007
- Witnessed Seizure Education
- Safety Bulletins for area churches
- Annual Company Level Fire Hydrant Inspections
- First Quarter Company Level Business Inspections Due

April

- Risk Reduction Division attend Arkansas Fire Marshal's Association Meeting/Training
- Risk Reduction Division attend Arkansas Chapter of IAAI Meeting/Training
- Risk Reduction Division attend Arkansas Code Officials Conference
- Chest Pain (Heart Health / Nutrition) Education
- Safety Bulletins for area churches
- Project Prom Night at Rogers Heritage High School
- Project Prom Night at Rogers High School
- Annual Company Level Fire Hydrant Inspections

May

- Risk Reduction Division inspect districts:
 - o 1012, 3002, 3003, 3004, 3005, 3006, 3007, 5001, 5002, 5003, 5004, 5005, 5006, 5008, & 5012
- Respiratory Distress Prevention Education
- Safety Bulletins for area churches
- Annual Company Level Fire Hydrant Inspections

June

- **June 18 – Charleston 9 Furniture Store Inspections**
- **Risk Reduction Division inspect districts:**
 - o **1012, 4009, 4012, 5013, 5020, 5023, 6005, 6006, 6008, 6014, 6015, 6017, 6022, & 6023**
- **Summer Safety Prevention**
- **Safety Bulletins for area churches**
- **Second Quarter Company Level Business Inspections Due**

July

- **Risk Reduction Division inspect districts:**
 - o **4001, 4002, 4004, 4005, 4006, 4008, 7001, 7002, & 7003**
- **Traumatic Injury Prevention**
- **Safety Bulletins for area churches**

August

- **Risk Reduction Division inspect all Public and Private Schools**
- **Risk Reduction Division inspect districts:**
 - o **4007, 4013, 4014, 7004, 7005, 7006, 7007, & 7008**
- **Emergency Management Safety Fair**
- **Frisco Festival – Home Fire Sprinkler Booth**
- **Safety Bulletins for area churches**
- **Frisco Festival – Fire Safety House**

September

- **Junior Fire Marshal Program at Schools**
- **Heat Source Fire Prevention**
- **Community FireWise Month**
- **Risk Reduction Division attend Arkansas Code Officials Conference**
- **Safety Bulletins for area churches**
- **Target Hazards Tours lead by Risk Reduction Division**
 - o **FMA 4 and FMA 6 (Mondays)**
 - o **FMA 2 and FMA 3 (Fridays)**
- **Third Quarter Company Level Business Inspections Due**

October

- **Fire Prevention Weeks**
- **FireWise Renewal**
- **Risk Reduction Division attend Arkansas Fire Marshal's Association Meeting/Training**
- **Risk Reduction Division attend Arkansas Chapter of IAAI Meeting/Training**
- **Rogers Chamber of Commerce International Festival – Fire Prevention Booth**
- **Safety Bulletins for area churches**

November

- **Risk Reduction Division inspect districts:**
 - **4010 & 4011**
- **Community Risk Assessment**
- **Thanksgiving Related Prevention**
- **Safety Bulletins for area churches**
- **Target Hazards Tours lead by Risk Reduction Division**
 - **FMA 7 (Mondays)**
 - **FMA 4 and FMA 6 (Fridays)**
- **Company Level Inspection Class (Nov 12-14)**

December

- **Risk Reduction Division inspect all Public and Private Schools**
- **Christmas Related Prevention**
- **Safety Bulletins for area churches**
- **Target Hazards Tours lead by Prevention Division**
 - **FMA 1 and FMA 5 (Mondays)**
 - **FMA 7 (Fridays)**
- **Fourth Quarter Company Level Business Inspections Due**

Annual Training Plan

The Rogers Fire Department Annual Training Plan (ATP) for 2014 has been formatted to serve the members of the department as a reference for the training requirements and opportunities throughout the 2014 calendar year. The ATP provides a schedule balanced throughout all risk related disciplines and services the department provides to the community. Training topics and objectives are engineered to ensure that all department personnel receive adequate knowledge and skills to perform at a competent level in specific disciplines. The ATP is combined with quarterly company standards, specialized training, operational scenarios, and certification classes.

The 2014 ATP incorporates specialized training for the Special Operations Team (SOT) and Aircraft Rescue and Firefighting (ARFF) Teams. Incorporation of these disciplines ensures that the members of these specialized teams receive training necessary to perform the duties required of them.

Additionally, the 2014 ATP incorporates risk reduction activities that are necessary for all members to perform to maintain a working knowledge and skills relevant to risk reduction activities. These activities are directed at all line personnel and intended to meet monthly, quarterly, and annual benchmarks. When utilized appropriately, the ATP will serve all personnel in scheduling and time management of all activities required by the department.

Several training sessions will be incorporated during 2014 to prepare the department's members to respond to incidents necessitating implementation of rescue task forces (RTF) for use at incidents involving active shooters inside buildings. These sessions will progress from classroom based lecture and policy implementation to evolutions incorporating police department resources and final implementation of the program.

Officer Development will be a continuing theme throughout 2014. Monthly sessions will consist of informational company officer meetings with incorporated training sessions. These sessions will be led by the Fire Chief. During these sessions, aspiring officers will be provided with classroom based work sessions that incorporate lessons, scenarios and opportunities for discussion of supervisory topics. These sessions will be led by officers of the training division.

Another focus for the training division officers will be the Rogers Fire Department Recruit Academy. This academy will orient new Rogers Firefighters with the department, operations, equipment, tactics and expectations. This academy will incorporate firefighter standards (NFPA 1001 – Standard for Firefighter Professional Qualifications) training and Rogers Fire Department EMS operations. The firefighter standards phase of the academy will once again be conducted with the partnership of the Northwest Arkansas Metropolitan Fire Chiefs and the Northwest Arkansas Community College's firefighter I & firefighter II programs.

Fire Equipment Operator (FEO) development classes will be delivered three times during 2014. This program is being implemented to prepare personnel to test for promotional

opportunities for the rank of Fire Equipment Operator. The FEO program will incorporate driver/operator standards (NFPA 1002 – Standard for Fire Apparatus Driver/Operator Professional Qualifications) training.

This ATP may be modified throughout the year progresses to address and include training opportunities that arise and are identified by the department as providing benefit to the community. The management of the ATP is the responsibility of the Deputy Fire Chief of Special Operations and Training (DFC-SOT). It is the responsibility of all personnel to ensure the components of the ATP are utilized to balance training and necessary risk reduction and field operations duties and activities. The annual training plan will remain the ultimate authority for training topics and any changes shall be approved by the DFC-SOT.

The 2014 Rogers Fire Department Training Plan establishes the minimum training hours per discipline as well as the objectives for each training session for scheduling and to ensure that training requirements and expectations are met. The training plan ensures that all department personnel are trained to respond appropriately and perform necessary skills.

The 2014 Training Plan incorporates color coding to indicate discipline specific activities. This is intended to aid in referencing calendar items.

Training Topics	Color Coding	Hours
Fire Control and Suppression		40
Hazardous Materials (Job-Wide)		24
Rescue		20
Driver Operator		80
Aircraft Rescue and Firefighting (Job-Wide)		16
Officer Development		12
EMS		Paramedic (60) EMT (36)
ARFF Team		20
Special Operations Team		24

Fire

Fire related topics will be structured as formal training sessions delivered by the Training Division to all companies. 2014's topics are intended to increase the skills, knowledge and ability of personnel through lecture and learning objectives. The incorporation of monthly fire suppression and supporting activities training should ensure that the department is utilizing the most current and nationally accepted skills related to fire suppression and safety.

In addition to the monthly training sessions, Quarterly Company Standards (QCS) are to be conducted by all personnel assigned to field operations. Company officers are responsible for ensuring their crew adequately performs these standards. In 2014, QCS will incorporate skills related to: fire ground operations, EMS – patient care, hazardous materials response, rescue response along with 1404 and 1410 evolutions. The goal of QCS is to confirm individuals and crews have mastered the many skills needed to succeed in all risk related disciplines. Identified deficiencies found in the skill level of any member will require additional training until the deficiency has been eliminated.

With input from the training committee, the Training Division will formulate, and publish the QCS. This effort will coordinate topics between QCS and other company training with the intent being to reduce duplication of effort and resources. The QCS skills will be adjusted based upon the topics within the annual training plan, as well as any deficiencies identified, on the fire ground and through post incident analysis.

Monthly fire training will incorporate sessions of either four or eight hour blocks. The time allotted will be dependent on the topic, resources and personnel required. The prescribed training topics may be altered dependent upon personnel and resources required to ensure safety and productive training evolutions.

ROGERS FIRE DEPARTMENT - FIRE CONTROL AND SUPPRESSION 2014 TRAINING PLAN	Reserved for Biennial Medical Refresher	January
	Hose Advancement Objectives: <ul style="list-style-type: none"> • Review proper hose loads as commonly found on Rogers Fire Department apparatus • Advance 1.75 inch handline utilizing Nozzleforward techniques • Advance 2.5 inch handline utilizing Nozzleforward techniques • Advance an attack line up an interior commercial stairwell • Advance a Blitzfire 	February
	High Rise Operations Objectives: <ul style="list-style-type: none"> • Review of standing fire ground orders • Assignment of duties and responsibilities of companies and individuals assigned to a high rise fire response. • Perform assignments and skills during an evolution involving a high rise assignment to ensure successful response and deployment 	March
	Forcible Entry Objectives: <ul style="list-style-type: none"> • Entry challenges associated with residential and commercial occupancies • Size up of entry methods and proper tool selection • Application of methods and skills during practical evolutions 	April
	Rapid Intervention Objectives: <ul style="list-style-type: none"> • Review SOP 507 Rapid Intervention and Firefighter Survival • Discuss the difference between “Urgent” and “Mayday” radio traffic • Remove a victim from a structure utilizing the Rogers Pack • Perform RIT evolution utilizing the ETC RIT tower or an acquired structure if available 	May
	Thermal Imaging Search Objectives: <ul style="list-style-type: none"> • Review the three different TIC’s found on RFD apparatus • In a limited visibility environment complete a primary search of a residential structure • In a limited visibility environment complete a primary search of a large area/commercial structure • Utilize TIC for the purpose of determining fluid level in a vessel for Hazardous Materials applications 	June
	Ventilation Objectives	July

<ul style="list-style-type: none"> • Review SOP 508-Positive Pressure Ventilation • Review the benefits of coordinated PPV and fire attack • Perform coordinated PPV, hose line advancement and residential search 	
<p>Vehicle Extrication Scenarios Objectives:</p> <ul style="list-style-type: none"> • Review safety procedures when working with extrication tools • Review proper procedure for connecting and changing out hydraulic tools • Review proper cribbing techniques to include usage of rescue jacks • Cut windshield with both an axe and a reciprocating saw in order to remove it • Force and remove passenger compartment doors with the hydraulic spreaders and cutters • Perform a roof flap • Perform a room removal • Perform a dash rollup • Create a third door on a two door vehicle 	<p>August</p>
<p>Standpipe Operations Objectives:</p> <ul style="list-style-type: none"> • Review of SOP 509 High Rise Firefighting • Inspect standpipe kit to gain familiarity with equipment normally carried • Connect to FDC and perform appropriate friction loss calculation to achieve desired fire flow • Advance attack line from a standpipe connection to the fire floor and establish water flow 	<p>September</p>
<p>Officer Development Academy Objectives:</p> <ul style="list-style-type: none"> • Provide candidates for company officer and chief officer positions with knowledge related to: human resources, administration, reporting, subordinate evaluations, company performance, time management, tactical and strategic considerations 	<p>October</p>
<p>Flashover Objectives:</p> <ul style="list-style-type: none"> • Review pre flashover conditions and indicators that the structure is presenting • Utilize flashover simulator to simulate flashover conditions • Utilizing flashover simulator demonstrate methods to control pre flashover conditions 	<p>November</p>
<p>Annual Evaluations Objectives:</p>	<p>December</p>

	<ul style="list-style-type: none">• Evaluate skills included on the Quarterly Minimum Company Standards forms during the 2014 ATP period	
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Hazardous Materials

To meet the annual training requirements of the Arkansas Department of Emergency Management (ADEM), for Level 3 – Hazardous Materials Technicians, hazardous materials training will be allotted twenty four (24) hours. The Training Division will incorporate a Level 3 – Hazardous Materials Technician refresher course for all department personnel in 2014. Hazardous materials training will incorporate technician standards (NFPA 472 – Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents) to successfully operate at hazardous materials emergency.

Hazardous materials training will also be incorporated in the quarterly company standards and is intended for all company members to maintain their skills and ensure operational proficiency. Company personnel will be required to meet the recertification and training requirements associated with their level of certification regardless if they are a member of the SOT or their company assignment.

ROGERS FIRE DEPARTMENT - HAZARDOUS MATERIALS - JOB-WIDE 2014 TRAINING PLAN	Monitoring Operations Objectives: <ul style="list-style-type: none"> • Review operation, capabilities, and maintenance of monitors carried by RFD • Review the “NO GO” environments for monitors • Demonstrate proper use of monitors in controlled settings • 	February
	Level A operations Objectives: <ul style="list-style-type: none"> • Review and demonstrate donning/doffing procedures • Perform job specific tasks while in CPC • Review Hot Zone responder emergencies 	April
	Leak Mitigation Objectives: <ul style="list-style-type: none"> • Review the use, capabilities, and limitations of RFD patch kits • Demonstrate the proper use of each of the leak mitigation tools in predetermined evolutions • Demonstrate the steps of verification of leak control/stoppage 	June
	Material Sampling Operations / Mass Decontamination Objectives: <ul style="list-style-type: none"> • Review the use, capabilities, and limitations of sampling tools carried by RFD • Given unknown substances demonstrate the proper collection, identification, and reporting of appropriate information pertaining to said substance. • Review appropriate/acceptable decontamination of sampling tools. • Provided a drill site, demonstrate acceptable mass 	August

	decontamination procedures	
	<p>Hazardous Materials Refresher Objectives:</p> <ul style="list-style-type: none"> • Review HM Technician level requisite knowledge and skills required by ADEM • Perform response skills during practical evolutions • Demonstrate proper decontamination procedures • Review all necessary documentation as required for record keeping 	October
	<p>Annual Evaluations Objectives:</p> <ul style="list-style-type: none"> • Evaluate the competency level of fire companies as it pertains to Hazardous Materials. 	December

Rescue

Rescue training will be allotted twenty (20) hours with subjects that are predetermined according to requirements and needs that have been identified. Company level technical rescue training will incorporate all disciplines of technical rescue to ensure that all department members' skill and knowledge increase the operational readiness and response capability of the Rogers Fire Department.

All company level technical training will utilize the technical rescue core established by the Arkansas Fire Academy to ensure the ability to assist technical rescue teams regardless of the nature of the technical rescue emergency. This will ensure that department personnel are familiar with the technician level of response established by the Rogers Fire Department as the acceptable level of service to the city of Rogers.

Company technical rescue training will be awareness and operations level. It is necessary for all field operations personnel to be proficient with their responsibilities in supporting rescue operations. It is vital that all company officers confirm that their crew is proficient in knowledge and skills required to support these missions. Practical evolutions will be incorporated to demonstrate organizational preparedness and capability.

Technical rescue training for operations personnel will be coordinated with the Special Operations bi-monthly team training, quarterly training task books, and Special Operations Team assigned shift training. This will ensure consistency throughout the annual training plan and also increase the effectiveness of SOT members and department response to technical rescue emergencies. This approach will ensure that personnel meet the training requirements established for rescue technicians by the Arkansas Fire Academy as well as the National Fire Protection Association. The Training Division will ensure that all members of the department have the opportunity to attain and maintain technical rescue core certification.

ROGERS FIRE DEPARTMENT – RESCUE 2014 TRAINING PLAN	<p>Clandestine Drug Labs (Chemical Suicides) Objectives:</p> <ul style="list-style-type: none"> • Review identification of drug lab components • Review current FBI, DHHS, NHO information on Chemical Suicides • Discuss the steps for reporting suspected drug labs, chemical suicides, etc. • Discuss the need for decontamination of products, victims, and equipment used in lab setting or on the scene of chemical suicide. 	March
	<p>Trench Rescue Objectives:</p> <ul style="list-style-type: none"> • Review current SOP regarding response and SFGO for trench incidents • Review all equipment currently used by RFD for trench incidents • Review uses, capabilities, and limitations of equipment 	May

<ul style="list-style-type: none"> • Discuss the request of outside resources (water dept.) and the equipment available to us. • Demonstrate the ability to set up a “trench rescue” scene in accordance with SOP and SFGO 	
<p>Water Rescue Objectives:</p> <ul style="list-style-type: none"> • Review current SOP regarding response and SFGO for water rescue incidents • Review all equipment currently used by RFD for water incidents • Review uses, capabilities, and limitations of equipment • Demonstrate the ability to use the equipment available at the training/certification level of the user. • (PFDs, throw bags, rope gun, Ocean ID RDC) in a controlled setting/scenario 	<p>July</p>
<p>Confined Space Rescue Objectives:</p> <ul style="list-style-type: none"> • Review current SOP regarding response and SFGO for confined space incidents • Review all equipment currently used by RFD for confined space incidents • Review uses, capabilities, and limitations of equipment Demonstrate ability to set up a “confined space” scene in accordance with SOP and SFGO 	<p>September</p>
<p>Core Rescue Technician Objectives:</p> <ul style="list-style-type: none"> • Provide interested personnel with operations and technical level knowledge and skills necessary for a solid foundation in multiple rescue related disciplines. • Increase the abilities of Rogers Fire Department rescue teams to operate efficiently • Scenarios will be utilized to ensure proficient application of skills 	<p>October</p>

Driver / Operator

The NFPA 1002 Standard for Fire Apparatus Driver Operator Professional Qualifications identifies the minimum requirements for a person. The 2014 Training Plan incorporates three opportunities for personnel to attend an 80 hour Driver/Operator course. These courses will prepare personnel to successfully operate apparatus of the Rogers Fire Department, and successful completion of the course will qualify individuals to challenge IFSAC certification testing. Class size may be limited to 20 students. The third offering in 2014 (September) is scheduled on a tentative basis. Dependent on enrollment, students from this session may be combined with the July offering.

Specific training for this discipline will include emergency vehicle operations for all department firefighting apparatus types. Also presented during the course will be: safe driving techniques, types of pumping apparatus, positioning apparatus, maximization of efficient water supply, fire pump theory and operation, hydraulic calculations, water supply considerations, relay pumping principles, water shuttle procedures, foam system operation, and apparatus maintenance and testing.

Due to the specific content and nature of the Driver/Operator curriculum, these courses will be taught by State qualified instructors, and meet requirements established by the Arkansas Fire Academy. The Training Division will ensure consistency in all instructional requirements of the Arkansas Fire Academy. In addition, all personnel will be provided the curriculum and other materials necessary to assist them in the certification process. The IFSAC certification examination will follow procedures prescribed by, and will be facilitated by, the Arkansas Fire Academy.

ROGERS FIRE DEPARTMENT 2014 DRIVER / OPERATOR	<p>Driver/Operator Standards Objectives:</p> <ul style="list-style-type: none"> • Prepare personnel to drive and operate all firefighting apparatus types • Skills and scenarios will be utilized to incorporate pumping water from municipal and static supplies • Lectures and text will be incorporated to increase knowledge of driver/operator candidates • Written and practical examinations will be administered to ensure students are competent in their knowledge and skills with driving and operating apparatus 	<p>March July September</p>
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Aircraft Rescue and Firefighting

Aircraft Rescue and Firefighting (ARFF) is a specialized area of response requiring knowledge of topics including aircraft familiarization, foam application, victim extrication, principles of ARFF, and mass casualty incidents. The Rogers Fire Department realizes the importance of ARFF training and the need for all personnel to have familiarization with subject matter and emergency response of ARFF. This enables an effective and coordinated response to an aircraft emergency within the city of Rogers.

This training will ensure compliance with Federal Aviation Administration regulations and NFPA 1003- Standard for Airport Firefighter Professional Qualifications. ARFF training will be conducted on a quarterly basis for all department personnel. In addition, ARFF Team members will assist the Training Division in the development and delivery of all ARFF related course content and skill development. ARFF training will be coordinated with the ARFF quarterly team training, quarterly company standards, and ARFF assigned shift training. This will ensure consistency throughout the annual training plan and also increase the effectiveness of ARFF members and department response to airport and aircraft emergencies.

ROGERS FIRE DEPARTMENT - ARFF JOB-WIDE 2014 TRAINING PLAN	<p>Airport Response Familiarization Objectives:</p> <ul style="list-style-type: none"> • Review airfield identification markers (lines, lights, colors) • Review communication protocol (ATCT, unit to unit) • Discuss the emergency equipment storage that is on the airport grounds 	1Q
	<p>Aircraft Familiarization Objectives:</p> <ul style="list-style-type: none"> • Review various aircraft types and typical hazards/problems associated with each 	2Q
	<p>Aircraft Rescue and Firefighting Response Objectives:</p> <ul style="list-style-type: none"> • Review staging, scene access, and expected airfield hazards during aircraft emergencies • Discuss steps and responsibilities for closing and opening the airport during emergency on airfield • Review procedures for proper foam application 	3Q
	<p>Aircraft Rescue and Firefighting Response Objectives:</p>	4Q

	<ul style="list-style-type: none">• Review current SOP regarding response and SFGO for aircraft emergencies• Review capabilities and limitations of ARFF vehicle	
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Officer Development

Officer development will incorporate three primary components (see table below). Routine development will be provided to current officers through monthly officer meetings. These meetings will be utilized to reinforce policy knowledge and applicability; tasks assigned to officers, administrative procedures, and general updates. Along with officer meetings, other personnel will be invited to attend leadership sessions. These sessions will be conducted separately from the officer meeting and will focus on developing future officers. Primary objectives of these classes will involve review of officer expectations, personnel management, and various administrative tasks.

This will ensure that all personnel, regardless of rank, are receiving developmental training in addition to certification training required for promotion. This approach will allow personnel to receive training in topics that officers must handle on a daily basis and will be instructed based on current Rogers Fire Department Standard Operating Procedures and practices established by the city of Rogers. It is in the interest of the Rogers Fire Department to provide these development opportunities to facilitate succession of the department’s officers.

The Officer Development Academy will be conducted by command staff personnel to ensure quality and consistency in delivery to all personnel regardless of rank. Officer candidates pursuing completion of future company officer training program (SOP 139) or future chief officer program (SOP 140) are encouraged to attend the academy. Firefighters that have not begun these preparatory programs are also encouraged to attend the academy. This course is intended to ensure all personnel are familiar with the requirements and expectations of the Rogers Fire Department officers, and that they are prepared for their role as an officer.

ROGERS FIRE DEPARTMENT - OFFICER DEVELOPMENT 2014 TRAINING PLAN	Leadership Objectives: <ul style="list-style-type: none"> • Increase the understanding of Company officer responsibilities • Reinforce Company officer level strategies and tactics through scenarios, video, and NIOSH reports • Discuss personnel management issues and appropriate handling of various situations an officer may encounter 	Monthly
	NIMS ICS 400 Objectives: <ul style="list-style-type: none"> • Persons who will serve as command or general staff in an ICS organization, select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, and multi-agency coordination system/emergency operations center managers 	April
	Officer Development Academy Objectives: <ul style="list-style-type: none"> • Provide candidates for company officer and chief officer 	October

	<p>positions with knowledge related to: human resources, administration, reporting, subordinate evaluations, company performance, time management, tactical and strategic considerations</p>	
	<p>Officer I Objectives:</p> <ul style="list-style-type: none"> • Prepare officer candidates to NFPA Standard 1021 – Standard for Fire Officer Professional Qualifications • Utilize lecture and scenarios to develop critical thinking applicable to the role of a fire officer • Incorporate AFA curriculum to prepare students for IFSAC certification testing 	<p>November</p>

Emergency Medical Services

Emergency Medical Service (EMS) training consists of several subjects required by the Arkansas Department of Health of all EMT and Paramedic licensees. It is supplemented with courses identified by the Rogers Fire Department as critical to the development of knowledge and skills imperative to successful patient care. EMS training will be delivered through a variety of methods, including: classroom sessions, skills sessions, company level training, independent study and skills validation. Due to the variety of discipline specific instructors, EMS topics may be instructed by a variety of personnel or through outside subject matter experts. Each month will have specific training pertinent to each training licensure level and incorporate a crew based approach to EMS response.

With input from the EMS Advisory Committee, the Captain assigned to EMS will oversee the development and delivery of all EMS training within the department for quality assurance. Additional topics will be delivered through distributed material that will be incorporated into quarterly company standards. This will ensure continuing education requirements established by the Arkansas Department of Health are achieved by all personnel.

Additional EMS related topics will be addressed through crew based distributive education include: Blood-borne Pathogens; RSI; High Performance CPR; HIPAA compliance.

ROGERS FIRE DEPARTMENT - EMERGENCY MEDICAL SERVICE 2014 TRAINING PLAN	EMS Refresher Objectives: <ul style="list-style-type: none"> • Cardiac Life Support • High Performance CPR • Rapid Sequence Intubation • 12-Lead interpretation • Traumatic injury skills and equipment application 	January
	Altered Level of Consciousness Objectives: <ul style="list-style-type: none"> • Discuss the causes of ALOC. (AEIOU TIPS) • Discuss the pathophysiology of common causes of altered level of consciousness (seizure, stroke, and syncope). • Demonstrate field assessment of the altered patient. • Verbalize field management of the altered patient. • Discuss transport considerations for the altered patient. 	1Q
	Respiratory Distress Objectives: <ul style="list-style-type: none"> • Discuss Anatomy and Physiology • Identify basic conditions that may result in respiratory distress, including Congestive Heart Failure, Chronic Obstructive 	1Q

<p>Pulmonary Disease, Pulmonary Embolism, etc.</p> <ul style="list-style-type: none"> • Assessment and likely findings associated with these conditions. • Treatment plans and expected outcomes. 	
<p>Obstetrics Trauma Objectives:</p> <ul style="list-style-type: none"> • Identify normal anatomy and physiology of the female reproductive system • Discuss physiologic changes during pregnancy • Define the role of the EMT-I & EMT-P during emergency childbirth • State the priorities of care in an uncomplicated field delivery • Identify the stages of labor • Discuss the postpartum care of the mother and newborn • Identify common complications of pregnancy • Identify potential complications and treatment during labor 	2Q
<p>Rescue Task Force (RTF) Objectives:</p> <ul style="list-style-type: none"> • Review RTF/MCI policy • Apply strategy and tactical objectives • Review gear, equipment and supplies to be utilized in an active shooter incident. 	2Q
<p>Rescue Task Force (RTF) Objectives:</p> <ul style="list-style-type: none"> • Successfully integrate RTF with joint evolution with Rogers Police Dept. 	2Q
<p>Multisystem Trauma Objectives:</p> <ul style="list-style-type: none"> • State the significance of various mechanisms of injury in developing an index of suspicion for multi-system trauma. • Discuss the field management of traumatic injuries • Verbalize appropriate field management and transport decisions for the patient 	3Q
<p>High Performance CPR Objectives:</p> <ul style="list-style-type: none"> • Scenario based application of policy 	3Q
<p>Mass Casualty Objectives:</p> <ul style="list-style-type: none"> • Understand the purpose and function of an incident command system. 	3Q

	<ul style="list-style-type: none"> • Define the components of the “START” acronym • Identify appropriate patient care activities during an MCI. • Review of SOP for triage, mass casualty incidents, and rescue task force • Demonstrate operational readiness and performance during joint evolution with Rogers Police Dept. 	
	<p>Environmental Emergencies Objectives:</p> <ul style="list-style-type: none"> • Identify the different mechanisms of heat loss/transfer. • State the signs and symptoms associated with hypothermia. • Explain the differences between heat cramps, heat exhaustion, and heat stroke. • Describe the pathophysiology of a drowning and near drowning victim. • State the signs and symptoms of decompression sickness. • State the signs and symptoms of and air embolism. • Discuss the signs and symptoms of different bites and stings. • Discuss transportation decisions relative to environmental emergencies. 	4Q
	<p>Diabetes Objectives:</p> <ul style="list-style-type: none"> • Understand the pathophysiology of diabetes mellitus. • Differentiate between type I and type II diabetes mellitus • List 3 acute complications of diabetes • Discuss the pathophysiology, signs and symptoms, and field management of hypoglycemia • Identify at least 3 chronic complications related to diabetes mellitus. • Discuss transport decisions relevant to the diabetic patient. 	4Q

Special Operations Team

Rogers Fire Department Standard Operating Procedure 621 – Special Operations Team Annual Training Plan requires a specialized training plan for handling emergencies requiring special operations. The intent of this plan is to increase the knowledge and skills of SOT personnel responsible for responding to such incidents. Consistent and thorough training specific to these disciplines will ensure the department provides an acceptable level of service for the citizens and visitors of the City of Rogers.

The design of the SOT training plan allows team personnel opportunities to enhance their skills and abilities in all specialty disciplines. SOT training will be conducted in two primary formats: 1) on-shift 2) full team.

The on-shift formatted training will be accomplished by all SOT members on their scheduled tour of duty during such assigned months. On-shift training dates may incorporate additional fire companies into those training opportunities.

Full team training will require the attendance of all team members (on the second Thursday of the targeted months) to assemble for training on the prescribed dates whether they are scheduled for a tour of duty. SOT members are expected to be present throughout the day for all prescribed full team training dates.

To facilitate continued development of future SOT members, the Rogers Fire Department will host the Core Rescue series during the month of October. This course provides the fundamental skills that future SOT members will need to develop additional skill-sets from. This developmental phase will be addressed in subsequent years by adding to the skillsets of those future members through additional discipline specific courses.

To ensure coordination of SOT training, the Training Division will prepare comprehensive lesson plans and skill sheets that enable SOT members to conduct training using consistent methodology with common objectives. The SOT training plan details the scheduled monthly training topics and objectives. These may be modified throughout the year with approval of team leadership and the Deputy Chief – SOT.

All SOT training dates that are listed within the SOT training plan are subject to change with approval of the Deputy Chief - SOT. Topics for team training sessions will be coordinated with the training plan topics for job-wide objectives. It is the responsibility of each SOT Captain to ensure their assigned personnel complete all monthly SOT training requirements. The requirements of these sessions will be provided by the Training Captain - SOT with collaboration from the SOT Leadership.

All SOT members are required to complete quarterly training standards (SOP 631 – Special Operations Team Training Standards). The objective of these standards is to ensure constant maintenance of knowledge and skills for individuals and SOT companies. These standards will be prepared by the Training Captain – SOT and delivered through quarterly standards task books.

All SOT members are required to complete an annual task book that consists of job performance requirements established by the Rogers Fire Department, in accordance with state and federal regulations. Individual and team competencies will be evaluated in December. Evaluations will be conducted by outside evaluators chosen from surrounding states based upon their technical expertise. This process will allow an unbiased evaluation to validate the competency of the team to respond to emergencies requiring special operations.

The objective of the SOT training plan, task books, and evaluations is to ensure all team members are adequately prepared to provide very specialized services to the citizens and visitors of the City of Rogers.

ROGERS FIRE DEPARTMENT - SPECIAL OPERATIONS TEAM 2014 TRAINING PLAN	Radiological and Nuclear Monitoring Objectives: <ul style="list-style-type: none"> • Receive instruction in proper monitoring techniques • Properly identify health hazard zones and restrictions • Demonstrate skills through evolutions 	Team February
	Incident Command For Structural Collapse – NFA Objectives: <ul style="list-style-type: none"> • Implement the ICS in structural collapse incidents • Perform all required preparatory material, skills, and cog measurement tools 	Team (Optional) March
	Advanced Shoring Objectives: <ul style="list-style-type: none"> • Maintain strength and integrity of structurally damaged or unstable elements within a structure through the dispersion of loads • Review construction and limitations of both commercial and lumber built shores • Discuss building assessments and review expected survivor locations with regard to collapse type/pattern • Demonstrate proficiency in building all the FEMA shores in a given scenario or evolution. 	Team March
	Hazardous Materials Chemistry Objectives: <ul style="list-style-type: none"> • Review periodic tables • Utilize drills to improve identification and chemical structures of v compounds • Review bonds and energy 	Shift April
	Heavy Lifting and moving / Breaching and breaking / Cutting Objectives: <ul style="list-style-type: none"> • Review uses, capabilities, and limitations of RFD equipment (air bags, Stanley, Petrogen, ICS saw) 	Team May

<ul style="list-style-type: none"> • Review weight calculation formulas for varying materials • Review crane operations, slings, hitches, and mechanical advantages • Demonstrate proficient use of all equipment typically used on a USAR scene 	
<p>Plugging / Patching / Leak Kits Objectives:</p> <ul style="list-style-type: none"> • Demonstrate proficiency with kit application through evolutions involving multiple containers 	<p>Shift June</p>
<p>Rope Rescue Objectives:</p> <ul style="list-style-type: none"> • Review anchoring, critical angles, rope and hardware care and maintenance • Utilizing a below grade drill site, successfully monitor air quality and rescue a victim • Utilizing a high angle drill site, successfully ascend a tower, package and lower a victim • Review documentation of use, maintenance, and storage of rope in Rope Log 	<p>Team July</p>
<p>Advanced Decontamination Objectives:</p> <ul style="list-style-type: none"> • Identify material requiring specific decontamination solution • Properly prepare, apply, and contain specified decontamination solution • Demonstrate decontamination solution preparation/waste management 	<p>Shift August</p>
<p>Agricultural Rescue Objectives:</p> <ul style="list-style-type: none"> • Review construction, inherent hazards, and shut down of varying types of equipment • Discuss grain bin, silo, and bulk storage construction, hazards, and review recorded data on past incidents involving rescues. • Demonstrate proficiency in identification, shut down, and disentanglement/extrication of victims in a given scenario/evolution 	<p>Team September</p>
<p>Hazardous Materials Recognition, Identification and Documentation Objectives:</p> <ul style="list-style-type: none"> • Provided scenario evidence - properly identify various containers and products • When provided with specific scenarios - Identify and complete necessary documentation forms • Demonstrate proficiency in using research materials available to RFD in determining all pertinent information of above identified products 	<p>Shift October</p>
<p>Civil Support Team Objectives:</p>	<p>Team November</p>

	<ul style="list-style-type: none">• Learn team common capabilities and added disciplines• Interact with CST	r
	Annual Evaluations <ul style="list-style-type: none">• Demonstrate continued expertise in all disciplines RFD-SOT offers.• Successfully complete predetermined scenarios/evaluations that demonstrate requisite knowledge and expertise• Successfully complete a written examination.	Team December r

Aircraft Rescue and Firefighting Team

Rogers Fire Department Standard Operating Procedure 653 - ARFF Team Annual Training Plan requires a specialized training plan for handling aircraft emergencies. The intent of this plan is to increase the knowledge and skills of ARFF team personnel responsible for responding to ARFF related incidents. Consistent and thorough training specific to this discipline will ensure the department provides an acceptable level of service for the Rogers Municipal Airport, as well as the Northwest Arkansas Regional Airport (XNA). The training plan requires a comprehensive approach that complies with applicable federal, state, and local regulations, specifically the Federal Aviation Administration (FAA) and the National Fire Protection Association (NFPA), specifically NFPA Standards: 402 - Guide for Aircraft and Firefighting Operations; 405 - Standard for the Recurring Proficiency of Airport Fire Fighters, and 1003 - Standard for Airport Fire Fighter Professional Qualifications

The established team training plan will ensure that all members are provided the necessary training to establish a strong foundation in aircraft emergencies and can perform competencies required of the ARFF team. Members, and reserve members, that have not obtained Certification as an Airport Firefighter will attend certification course in conjunction with the Dallas-Fort Worth Airport Firefighter Training Academy. Successful completion of this program will ensure the members of the Rogers Fire Department ARFF Team receive proper education in this specialized discipline.

ARFF training specific to team members will be complimented by company training for all department personnel. Company level ARFF training is included separately in this Training Plan. This training allows all members to receive a minimum of twenty hours of additional training specific to this discipline. This will allow for ensured integration of resources during emergency operations.

The ATP details the scheduled training topics and objectives for each quarter and may be modified as the year progresses to include other training opportunities that are made available or organizational directions or capabilities that are identified.

ARFF Team training is scheduled to be conducted on the third Friday of February, May, August, and November. Evaluations will be conducted in December. With few scheduled Team training session, attendance at each session is vital to success for ARFF response operational readiness. ARFF personnel, regardless of shift or level of training, must be present and participate in each session.

Each member of the ARFF team will be required to complete an annual task book that consists of job performance requirements (JPR) established by the Rogers Fire Department, in accordance with state and federal regulations. These competencies will be evaluated in December.

The ARFF team evaluations for 2014 will be conducted by outside evaluators chosen from surrounding states based upon their technical expertise. This process will allow an

unbiased evaluation to validate the competency of the team to respond to aircraft emergencies.

The following table lists training topics and primary objectives for Team training throughout 2014.

ROGERS FIRE DEPARTMENT - AIRCRAFT RESCUE AND FIREFIGHTING TEAM 2014 TRAINING PLAN	ARFF Response Objectives: <ul style="list-style-type: none"> • Practical application of tower communications • Review fundamental aircraft fire-fighting techniques, including: approach, apparatus and personnel positioning, initial attack methods • Review application, and management of extinguishing agents and reaction of aircraft materials to heat and flame • Discuss hazards of aircraft related to ARFF operations. 	February
	ARFF Burn Evolution Objectives: <ul style="list-style-type: none"> • Extinguish a controlled fire to ensure proper positioning of apparatus and application of proper extinguishing agent. 	May
	ARFF Rescue Operations Objectives: <ul style="list-style-type: none"> • Gaining access to an aircraft • Review and demonstrate methods of evacuation process • Review aircraft normal entry points and emergency hatches • Review shut down procedures so that passenger evacuation and rescue can be accomplished. 	August
	ARFF Emergency Vehicle Operations Objectives: <ul style="list-style-type: none"> • While operating ARFF 1, demonstrate defensive driving techniques under emergency condition; maintain control of the vehicle while properly restrained; maintain safe following distances; maintain control of the vehicle while accelerating, decelerating, and turning, given road, weather, and traffic conditions; operate under adverse environmental or driving surface conditions; and use fire extinguishment gauges and controls. 	November
	ARFF Team Evaluations Objectives: <ul style="list-style-type: none"> • Demonstrate expertise in all ARFF specific disciplines. • Evaluation of proficiency in responses to aircraft emergencies and airport emergencies. • Outside evaluators will be utilized to measure proficiency in aircraft emergency response 	December

It is the goal of the Rogers Fire Department to provide a safe, comprehensive training program to all personnel and increase the overall effectiveness of the organization. The development of the annual training plan (ATP) is the responsibility of the Deputy Fire Chief of Special Operations and Training (DFC-SOT) in accordance with Rogers Fire Department Standard Operating Procedures 141, 621, and 653. It is the responsibility of the Training Division to collaborate with the training committee to formulate the plan and schedule.

The 2014 training plan includes topics for the upcoming year and incorporates progressive fire service topics intended to enhance the abilities of all members in all disciplines. Imperative to success of the training plan is the active involvement of all personnel in attending training sessions and achieving their required performance standards.

While the 2014 training plan is the predominant influence to the department's daily activities, during the development of this plan, great consideration was given to the time required for companies to achieve the department's objectives in its Risk Reduction and Field Operations divisions. The 2014 calendar includes assignments from these divisions when provided.

Specific class topics and times may be adjusted with approval of the Deputy Chief - SOT. Starting times for training sessions will be included in the department's Outlook calendar titled Training Calendar. This calendar is available to all personnel through the city's computer system. Additionally, significant training sessions will be included in the departmental newsletter.

Additional courses, conferences, and conventions may be attended by personnel throughout the year. These may include:

- **Fire Officer I**
- **Incident Safety Officer**
- **National Incident Management System ICS-400**
- **Core Rescue Technician**
- **Aircraft Rescue and Firefighter Refresher**
- **Midwest First Responder Conference**
- **CPSE Standards of Coverage**
- **CPSE Self-assessment**
- **EMS Today JEMS Conference and Exposition**
- **Fire Department Instructors Conference**
- **National Fire Protection Association Conference and Expo**
- **Arkansas Firefighters and Fire Chiefs Associations Conference**
- **Firehouse Expo**
- **Arkansas Emergency Medical Services Conference**
- **Fire Rescue International**
- **Airport Firefighter NFPA 1003**

- **Hot Zone**
- **Officer Development Academy**
- **High Rise Evolutions**
- **Impromptu Scenarios**
- **Live Fire.**

The Rogers Fire Department recognizes that additional training classes may be necessary and required throughout the year. These may be for: identified deficiencies, promotional purposes, specialized disciplines, or professional development. Additional courses will be delivered if approved by the DFC-SOT.

ANNUAL FIELD OPERATIONS PLAN

The 2014 Rogers Fire Department Annual Field Operations Plan (AFOP) serves to inform the members of the department of the goals that have been established for the Field Operations Division for the 2014 calendar year. The AFOP is a template of priorities that have been developed through the department's annual strategic planning process and which support the mission and vision statements of the Rogers Fire Department. The items specified in the AFOP have been identified as keeping with the overall goal of the department to continue to provide exceptional risk-related service while developing and implementing progressive policies and procedures that improve the department's service delivery to its customers.

First Quarter 2014

Integration of New Fire Apparatus

The Rogers Fire Department is scheduled to take delivery of two new fire engines and a ladder truck in January of 2014. The new apparatus will be designated as Engine 2, Engine 7, and Ladder 5. The integration of these apparatus into the current fleet will require the re-missioning of existing apparatus, including assigning an engine and ladder to the Training Center as designated training apparatus.

Resolution of this objective will involve changing of lettering on existing apparatus and assignment of the apparatus to their new duty stations.

Evaluate the Need for Flue Fire Standing Orders

Currently the fire department has standing orders that apply to most types of building fires; however, the unique nature of flue and chimney fires requires a different approach than that of the typical building fire. The purpose of this objective is to determine if the need exists for a separate set of standing orders to be utilized at flue fires and to develop those standing orders if needed.

There is no cost associated with the solution to this objective as it will primarily involve the development of policy and the training of personnel.

Second Quarter 2014

Adopt Regional Resource Typing Standards

In order to allow for effective interoperability between the fire and EMS departments in Benton and Washington Counties the NWA Metro Fire Chiefs Association has passed a resolution requiring all member departments to comply with common resource typing standards by December 2014. Compliance with the standard will require the Rogers Fire Department to change the title of two types of apparatus, ladder trucks and airport rescue trucks. Ladder trucks will be changed from "Trucks" to

“Ladders,” and airport rescue trucks will be changed from “Rescues” to “ARFF Units.”

Resolution of this objective will involve changing the current resource type terminology in Locution, the Firehouse Records Management System, and department policies and records. In addition, the lettering on the affected apparatus will be changed and personnel will be trained in the proper terminology.

Evaluate the Need for Placing Water Rescue Equipment on Additional Fire Companies

Currently the fire department has water rescue equipment on three apparatus: Rescue 5, Ladder 1, and Ladder 5. The purpose of this objective is to evaluate placing basic water rescue equipment, such as personal flotation devices and throw bags, on additional apparatus in order to increase the department’s ability to rapidly respond to simultaneous water rescues that may occur during extreme rain events.

Resolution of this objective will involve performing an evaluation of the needs, benefits, and costs of purchasing additional water rescue equipment.

Third Quarter 2014

Eliminate Cross-Staffing at Station 7

Currently the apparatus that respond out of Station 7: Engine 7 and Medic 7, are cross-staffed by the three personnel who are assigned to the station. This arrangement allows for reduced reliability of both fire and EMS protection in the station’s first-due area. Elimination of cross-staffing would bring FMA 7 into alignment with the rest of the city and have the added benefit of placing an additional Medic into full-time service for use throughout the department’s response area.

The elimination of cross-staffing at Station 7 will require the hiring of six additional personnel, which is projected to be funded by the EMS contract recently approved between the City of Rogers and Benton County.

Implement Tactical Emergency Casualty Care (TECC) Protocol

In response to incidents that have occurred across the country the Rogers Fire Department has identified the need to develop a pro-active patient care protocol to be utilized in the event that an active-shooter incident were to occur within the city of Rogers. The purpose of the protocol is to aggressively find and treat critically injured patients in areas that have been cleared by law enforcement.

Implementation of this protocol will be a combined effort between the Rogers Fire Department and Rogers Police Department and will require that all personnel on both departments receive initial and joint training. This

project will also require the acquisition of the appropriate equipment and supplies.

Improve Communications Ability of Personnel Operating in SCBA

The ability of personnel to accurately communicate while operating in SCBA at emergency scenes has been identified as an area of concern. Addressing this issue will require the department to evaluate the options, including voice amplifiers that are available to improve communications.

Resolution of this issue will involve evaluating the costs and benefits of purchasing equipment that is designed to improve communications and allocating money for that equipment.

Fourth Quarter 2014

Develop and Implement Fire Equipment Operator Rank

The current organizational structure of the Rogers Fire Department does not include a position for personnel who are designated as dedicated fire equipment operators. This arrangement requires that all personnel at the rank of firefighter rotate the responsibilities of driving and operating fire apparatus. The formation of a separate rank for fire equipment operators would improve the performance and ability levels of those personnel who are responsible for driving, operating, and maintaining the apparatus that are vital to our service delivery capabilities, providing for safer and more efficient delivery of services.

Implementation of this program will require the promotion of 24 firefighters to the rank of fire equipment operator. Development and implementation of this program will involve the identification of the qualifications for the position and the creation of a testing process.

Build and Staff New Station 2

The current Station 2, which was built in 1973, is not of adequate size to meet the department's present apparatus and staffing needs. The new Station 2 is to be located in the 1800 block of W. New Hope Rd and is projected to be a three-bay station with living quarters for nine personnel. Upon its completion the station is expected to house an engine company but the station's design allows for additional companies to be placed at the station as the city continues to grow.

Implementation of this project is dependent upon funding through the city's annual budget.

Review of XNA Response Plan

In order to ensure that the appropriate response is being assigned to aircraft emergencies at the Northwest Arkansas Regional Airport the Rogers

Fire Department is partnering with the XNA fire department and other regional fire departments to develop an updated response plan.

Resolution of this objective will involve determining the appropriate effective response to the various types of aircraft emergencies that the airport encounters.

Update the Department’s Staffing and Apparatus Plans

In order to ensure that personnel and apparatus are being assigned and deployed effectively, the Rogers Fire Department maintains staffing and apparatus plans. These plans serve to identify the current staffing and response procedures of the department, as well as establish goals for future personnel, and apparatus acquisition and deployment.

Resolution of this objective will involve identifying the future priorities of the fire department to continue to meet the needs of our growing community.

Formal Acquisition of Land for Fire Station 8

Through planning and growth-modeling, the fire department has identified the need for an eighth fire station to be located in the southwest portion of the city. The location and timing for the building of the station will be dependent on the development of the supporting infrastructure in the identified area. The current selected location is dependent on Pleasant Grove Rd being extended to the west of Rainbow Rd.

Completion of this objective will involve identifying the expected completion date of Pleasant Grove Rd and formally acquiring land that is currently owned by Rogers Water Utilities.