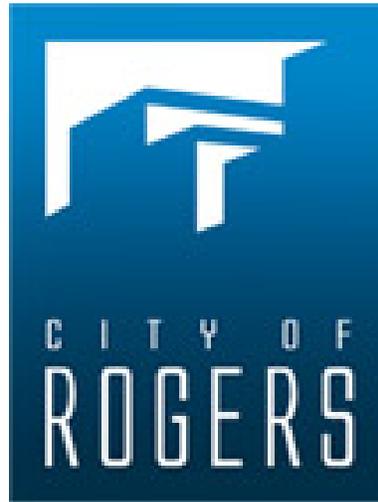


Rogers Fire Department

2010-2015 Strategic Plan Assessment and Review

2012 Update



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 May 31, 2011 at the Embassy 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
Jake Rhoades, Deputy Chief
Travis Hollis, Battalion Chief
Eddie Thompson, Battalion Chief “A” Platoon
Bryan Hinds, 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:

Michael Anderson (FF, 2B)	Jeremiah Barnes (FF, 3A)	Jake Blevins (FF, 7B)
John Bobholz (CP, 7B)	Clint Bowen (CP, 1C)	Greg Bray (FF, 7B)
Jeremey Criner (CP, 1B)	Michael Dean (FF, FTO)	Terry Douglas (CP, 3B)
Doug Earp (CP, EMS)	Joey Everhart (FF, 5B)	William Hellard (FF, 5C)
Huntington (CP, 5C)	Joseph Jerabeck (FF, 4C)	Nathan Keck (CP, 5A)
Dusty Meredith (CP, 2B)	Dusty Qualls (FF, 3C)	Derek Reaves (FF, 1A)
Josh Terrell (CP, 3A)	Cliff Thompson (CP, 4C)	Jon Yeager (FF, 1B)

The group was tasked with reviewing the current Strategic Plan of the fire department and reviewing growth opportunities within the program areas of the fire department:

- 1. Fire Suppression**
- 2. Fire Prevention and Risk Reduction**
- 3. Public Education**
- 4. Fire Investigation**
- 5. Emergency Medical Services**

The 2011 strategic priorities were:

- **Establish a Chief Officer Development Program**
- **Purchase replacement fire engines for Engine 3 and Engine 4**
- **Successfully attain accreditation through the Commission on Fire Accreditation International**
- **Implement the position of “Physical Resource Technician” to improve vehicle and facility maintenance**
- **Complete the remodel and renovation of the training center**
- **Place a collapse rescue unit into service**
- **Upgrade the fire station alerting systems**
- **Implement a mobile fire inspection program for the Fire Prevention Division**
- **Place defibrillators on Engine 6, Engine 7, and Engine 3**
- **Establish a community-wide CPR event**
- **Acquire Zoll Autopulse devices for all ambulances**

All of the priorities were addressed successfully. None of the priorities require further efforts in 2012.

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 feedback provided is listed on the next several pages.



1. Evaluation and commentary on the: FIRE SUPPRESSION PROGRAM

- Establish a formal driver operator program
- Hold an annual pump operators class
- Add preceptor component to company officer qualification class
- Acquire dedicated training equipment
- Upgrade SCBA fleet
- Replace Compressor and Fill Station at Station 1
- Consider adding an Air and Light Truck to the apparatus fleet
- Reduce and eventually eliminate cross staffing
- Install reliable Mobile Data Computers
- Add pre-incident plans to mobile computer system
- Consider the use of Compressed Air Foam Systems on apparatus
- Provide voice amplification on all SCBA facepieces
- Explore options to train via internet or video conferencing
- Implement a formal SCBA maintenance program
- Implement a disposable equipment inventory program
- Train all personnel to be safety officers (FDSA0)
- Implement a policy for air monitoring at structural fires
- Purchase large area search equipment
- Explore ways to add a Battalion Chief's aid
- Add thermal imaging cameras to all engine companies
- Improve the bunker gear repair and replacement program
- Add a burn building at the training center
- Add a reserve ladder company to the apparatus fleet
- Dedicate a reserve pumper for training purposes
- Add an engine company (dedicated) to Fire Station 1
- All combi-tool hydraulic extrication equipment to all engine companies
- Add printers for "Rip and Runs" in the apparatus bays of all fire stations

2. Evaluation and commentary on the: PUBLIC EDUCATION / FIRE PREVENTION AND FIRE INVESTIGATION PROGRAM

- Improve inspection information (hazards, etc) to fire companies
- Enhance company level inspection training
- Move all business inspections to the Fire Prevention Division
- Improve the focus of Fire Prevention Week
- Utilize mass media to communicate fire prevention information
- Provide information on mutual aid target hazards
- Improve the public education portion of the RFD website
- Find ways to reach out to the Hispanic community
- Utilize mutual aid agreements for fire investigation assistance and experience
- Provide company training in fire investigation
- Update pre-incident planning information
- Explore ways to improve residential address markings inside the city
- Advertise the smoke detector giveaway program

3. Evaluation and commentary on the: EMERGENCY MEDICAL SERVICES PROGRAM

- **Reduce cross-staffing and add dedicated ambulances**
- **Add Zoll Auto Pulse devices to all ALS units**
- **Add AEDs for the police department**
- **Add additional ALS fire companies**
- **Find a solution for mobile patient care reporting**
- **Provide paramedic longevity pay incentives**
- **Evaluate the cost and benefit of Rapid Sequence Intubation**
- **Training with local Emergency Departments on response to alerts (STEMI and Trauma)**
- **Explore ways to seek ideas from other EMS services outside Northwest Arkansas**
- **Consider adding ventilators to ambulances**
- **Pursue ambulance accreditation**
- **Consider adding quick response units to the fleet to minimize fire company responses**
- **Add EMS training to minimum company standards**
- **Create an AED registry**
- **Increase outside training for EMS**
- **Expand the Continuous Quality Improvement program**
- **Improve EMS supply system**
- **Create cardiac arrest standing orders**

Strategic Priorities and Action Items – 2012 Update



Completed Item



2012 Focus Item

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

1. Action Item: Refine company training

- a. Develop a comprehensive annual training calendar 
- b. Establish a monthly review of training and scheduling 
- c. Empower company officers to conduct mandatory company training and skill assessments 
- d. Refine our system of record keeping for training 

2. Action Item: Increase technical services (hazardous materials and technical rescue) education

- a. Establish minimum technical services standards for all personnel 
- b. Provide regular educational opportunities for special operations personnel both inside and outside of the fire department 
- c. Increase the number of special operations positions and the stipend for such training 

3. Action Item: Attend training and educational opportunities outside of the Northwest Arkansas area

- a. Advertise the National Fire Academy and Emergency Management Institute schedule using department email 
- b. Utilize IAFC and FDIC conventions to educate firefighters 

4. Action Item: Refine promotional track approach

- a. Establish a future company officers and future chief officers curriculum to prepare up and coming members 
- b. Continuously develop promotional requirements to “raise the bar” for officers 
- c. Develop the assessment center process to include real-world skills and scenarios 

5. Action Item: Pursue succession planning and officer development

- a. Through future company officers coursework, prepare future leaders of the department 
- b. Develop leadership through regular and systematic training and meetings 
- c. Require that other staff officers develop and mentor leaders in their command
- d. Aggressively anticipate vacancies and attempt to maintain a current list for Firefighter and Company Officer positions 
- e. Where possible, select replacements in advance of vacancies to allow for mentoring 

6. Action Item: Develop a training plan

- a. Through the training committee regularly review training needs and deficiencies ✓
- b. Include a wide spectrum of topics including: emergency medicine, fire suppression, incident command, hazardous materials, technical rescue, and officer development ✓
- c. Bring at least 80% of the membership to Haz-Mat Technician Certification ✓

7. Action Item: Provide regular department updates

- a. Produce a quarterly department newsletter ✓
- b. Meet with command staff weekly ✓
- c. Meet with company officers monthly ✓
- d. Meet with the entire membership quarterly ✓
- e. Provide a state of the department address at the annual banquet ✓
- f. **Ensure that employees check email each working day**
- g. **Publish agendas in advance for all formal meetings**
- h. Ensure that those in the Chain of Command are given appropriate, timely, and complete information relevant to their duties ✓



8. Action Item: Establish a dynamic process to review policies

- a. Review selected policies and implement updates quarterly ✓
- b. Encourage informal mandates to be written and officially adopted ✓
- c. Ensure all policies are reviewed by command staff and stakeholders ✓

9. Action Item: Update training facilities

- a. Provide an on-site burn building ✓
- b. Increase the number of props available for training evolutions ✓
- c. Work with allied beneficiary agencies to improve training props (Benton County, Rural Firefighters Association, etc)

10. Action Item: Manage traffic safety issues

- a. Ensure all personal are issued ANSI compliant traffic safety vests and use them on roadway emergencies ✓
- b. Provide traffic control devices on newly purchased response apparatus ✓
- c. Update apparatus warning devices, when appropriate, to LED technology ✓

11. Action Item: Improve emergency communications

- a. Ensure all emergency communications devices are tested weekly
- b. Provide additional batteries for adequate back-up supply
- c. Review 12% of all emergency medical E911 calls for National Academy of Emergency Dispatch Accreditation
- d. Review all fireground communications for clarity and purpose ✓



- e. Provide a new fire station alerting system that can serve as an alternate alerting system in case of radio system outage
- f. **Increase reliability of Mobile Data Computers and reduce non-emergent radio traffic using their status changing capability**



12. Action Item: Establish a healthy workforce

- a. Establish a wellness physical evaluation program to access personal health of firefighters
- b. Provide workout equipment that is safe, modern, and easily accessible
- c. Educate firefighters on healthy eating habits and other life skills



Priority 2: Develop our organization to lead the fire service

- 1. Action Item: Maintain awareness of issues that affect the city**
 - a. Provide command staff attendance at all City Council and Planning Commission meetings ✓
 - b. Participate voluntarily in the special functions of the city: LPGA, FLW, etc ✓
 - c. Communicate in a formal and informal manner with other city department heads, especially the police department ✓
 - d. Track and share information regarding budgetary status, monthly sales tax reports, and alternative funding streams ✓
 - e. Distribute information on fire department activities to the City Council, monthly ✓
- 2. Action Item: Pursue accreditation**
 - a. Actively pursue accreditation with the Center for Public Safety Excellence ✓
 - ★ b. Actively pursue accreditation with Commission on Accreditation of Ambulance Services (CAAS)
- 3. Action Item: Pursue an improved ISO rating of one**
 - a. Review ISO audit as part of the budget preparation process ✓
 - ★ b. Prepare documentation and other fire department requirements for a 2012 audit
- 4. Action Item: Maintain leadership in the region, state, and nation regarding fire service issues**
 - a. Actively participate in FDIC and IAFC conferences ✓
 - b. Pursue Chief Fire Officer Designation for Chief Officers ✓
 - c. Participate in IFSTA validation committees and other emergency response organizations
- 5. Action Item: Participate in training delivery at a national level**
 - a. Send firefighters to regional and resident National Fire Academy courses ✓
 - b. Utilize Homeland Security funding for participation in hazardous materials and terrorism-related courses ✓
 - c. Support opportunities for RFD members to teach in a national venue ✓

Priority 3: Deploy and manage our resources effectively

1. Action Item: Review and control costs of our services

- a. Review costs monthly and determine budgetary needs prior to a crisis ✓
- b. Solicit input on ways to improve our service to the public, while reducing cost
- c. Review equipment contracts and seek opportunities to work regionally with equipment purchasing
- d. Review workers compensation claims monthly to include information on the type and causes of injury ✓
- e. Ensure the use of proper purchasing practices ✓

2. Action Item: Find innovation ways to increase funding

- ★ a. Develop a standing alternative funding strategy to prepare for economically difficult times
- b. Collaborate with other departments on ways to seek funding ✓
- c. Review the current false alarm ordinance and billing system
- d. Analyze the need for an ambulance subscription program for county and city residents ✓

3. Action Item: Complete a standard of coverage assessment

- a. As part of the accreditation process, complete a standards of coverage assessment ✓
- b. Review E911 information to determine call processing and call dispatch times ✓
- ★ c. Actively participate in city growth planning and anticipate fire protection / emergency medical needs prior to development
- d. Maintain an updated resource allocation assessment for additional fire stations or the relocation of current facilities ✓

4. Action Item: Explore response alternatives

- a. Analyze EMS transport alternatives ✓
- ★ b. Collaborate with Bentonville and Lowell Fire Departments on automatic aid or other working opportunities
- c. Collaborate with smaller volunteer fire departments on the opportunity to consolidate services

5. Action Item: Develop a master plan that addresses facilities and fleet

- a. Complete a thorough fleet assessment each year ✓
- b. Establish service life expectations of all department vehicles ✓
- c. Obtain property for new facilities ✓
- d. Retrofit all facilities to meet requirements involving vehicle exhaust and contamination control measures ✓
- e. Address the need for a city emergency operations center (EOC)
- f. Ensure strategic placement of facilities that address:
 - i. Response times
 - ii. Traffic issues
 - iii. Plans for future development
 - iv. Other city departments (recycling, Police Dept, etc)

6. Action Item: Review design of apparatus to standardize fleet

- a. Standardize specification on apparatus
- b. Standardize equipment on apparatus



Priority 4: Reach out to our community

- 1. Action Item: Enhance our public education program**
 - a. Define the scope of purpose of our public education program
 - b. Train all staff to deliver public education presentations
 - c. Refine materials available for fire station tours
 - d. Evaluate other agencies' presentation against those provided by Rogers Fire
 - e. Target audiences with developed programs
 - i. Age 65 and older
 - ii. Elementary age children
 - iii. High School age children
- 2. Action Item: Promote the Rogers Fire Department**
 - a. Regularly update the RFD website ✓
 - b. Develop and update the department's brochure ✓
 - c. Standardize the department's apparatus and uniform ✓
 - d. Promote fire station logos, t-shirts, and clothing ✓
 - e. Seek weekly press releases on incidents, events, and accomplishments ✓
 - f. Develop and evaluate a Citizen's Fire Academy ✓
 - g. Write and distribute a quarterly newsletter to department members – post newsletter on the website ✓
 - h. Recruit new staff ✓
 - i. Meet with homeowners associations ✓
 - j. Continue to promote the Rogers Fire Explorer's Post ✓
- 3. Action Item: Participate in special events**
 - a. Susan G. Komen Race for the Cure ✓
 - b. Offer flu shots in fire stations ✓
 - c. Meet with Main Street Rogers staff annually ✓
- 4. Action Item: Survey our customers**
 - a. Determine methods to be used for surveys ✓
 - b. Create a database of information gathered ✓
 - c. Design a survey card and distribute to customers ✓
- 5. Action Item: Increase outreach to other city departments**
 - a. Educate city departments on the services we provide
 - ★ b. Provide assistance and training to other city departments on subjects we have expertise in
 - ★ c. Co-sponsor community events and projects
 - d. Coordinate with other departments on a regular basis
 - e. Design future fire stations to increase areas for police officers to write reports or take breaks
- 6. Action Item: Enhance the website**
 - a. Consider use of a website committee
 - b. Include:
 - i. Messages from the various Division leaders and Fire Chief ✓

- ii. Special events information ✓
- iii. Survey cards ✓
- iv. RFD Newsletter ✓
- v. List of programs and services we provide ✓
- vi. List of fire station locations and coverage areas ✓
- vii. Recruitment information ✓

7. Action Item: Reach out to the Non-English speaking community

- a. Analyze our needs in dealing with non-English speaking Hispanics ✓
- b. Provide training to staff on ways to deal with non-English
- c. Coordinate with the police department to increase efficiency and identify other issues not yet encountered by the fire department