

City of Rogers Fire Department



Fiscal Year Goals for FY 2021

Fire Chief Tom Jenkins

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**2021 ROGERS FIRE DEPARTMENT
FISCAL YEAR GOALS AND PLAN OF WORK**

The purpose of this document is to collect and organize the goals and plan of work for the 2021 fiscal year. This document directly supports the mission, vision, and values of the department as listed below:

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.*

This plan is a template of priorities that have been developed through the department's annual strategic planning process and includes priorities created within the various divisions, units, and teams of the department. The items specified in the following pages 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.

The department's priorities remain:

1. Care for, train, and ensure the safety of our employees
2. Develop our organization to lead the fire service
3. Deploy and manage our resources effectively
4. Reach out to our community

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Leadership and Administration</i>	Complete all necessary NFPA 1582 physicals according to policy and in compliance with 29 CFR 1910.120 and implement improvements in the health screening technology to further identify members with diabetes and cancer risk(s)	1Q	
	Complete a Yearly Activity Report for 2020	1Q	
	Evaluate manufacturers of bunker gear and determine the need for modifying current specification	2Q	
	Advocate for improvements and changes to the city's compensation policy that allow RFD to remain competitive for recruitment and retention and employees, including ARFF, higher education and Captain-Paramedic grade	2Q	
	Successfully complete reaccreditation from the Center for Public Safety Excellence	2Q	
	Complete an upgraded five-year strategic plan for the department	2Q	
	Integrate lessons learned from the COVID-19 pandemic into policy and future operations.	3Q	
	Complete the selection and hiring of the Emergency Preparedness Analyst position	3Q	

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Field Operations</i>	Complete construction of new brush pumper and place it in service at Station 8	1Q	
	Evaluate resource deployment strategies with the addition of Station 8	1Q	
	Replace at least fifteen (15) sets of personal protective clothing and continue to seek funding for wildland protective clothing	1Q	
	Acquire and place in service an additional rescue boat.	2Q	
	Increase minimum staffing on Rescue 2 to 3 person minimum	2Q	
	Establish rank associated with the position of battalion chief aide	2Q	
	Place Safe Haven Baby Box in service at Station 5	2Q	
	Implement apparatus checks and inventory on Check IT software	3Q	
	Place a new ambulance into service at Fire Station 1	3Q	

	Place a new ATV unit in service at a location to be determined by risk and topography of the trail system.	4Q	
	Place a new vehicle in service for the Citywide Tour Commander.	4Q	
	Review and evaluate MCI system in place on command vehicles for consistency and needed updates.	4Q	
	Review and evaluate ICS binder in place on command vehicles for consistency and needed updates.	4Q	

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Training</i>	Replace training SCBA's and purchase a RIT pack for the training center	1Q	
	Purchase two additional rescue mannequins for the Training Center	1Q	
	Complete construction on firefighter safety and survival props	1Q	
	Conduct swift water boats operation training for all members	1Q	
	Complete restoration of the USAR training area for aesthetics and functionality	1Q	
	Send ARFF-assigned Fire Equipment Operators to specialized driving school	2Q	
	Complete paramedic training and certification for at least four (4) current paramedic students	2Q	
	Send at least three (3) members to NASA structural collapse training	2Q	
	Evaluate the process for conducting annual training evaluations for the Special Operations and ARFF Teams	2Q	
	Send interested training committee members to receive outside instruction in varying topics	3Q	

	Host a regional recruit academy for the NWA Fire Training Officers Association and Northwest Arkansas Community College	3Q	
	Conduct certification classes for current and future officer development	3Q	
	Have a presence at nationally recognized training venues:		
	Fire Rescue International – Charlotte, NC (3Q)	3Q	
	FDIC – Indianapolis, IN (2Q)	2Q	
	National Fire Academy – Emmitsburg, MD (ALL)	4Q	
	Identify and begin training for at least three (3) new paramedic students (prerequisites)	4Q	
	Conduct live fire training for all members in the burn building	4Q	
	Complete internal one week FEO Academy	4Q	
	Ensure all RFD members achieve minimum training hours required by policy and as established by the Insurance Service Office	4Q	
	Identify new Executive Fire Officer and Managing Officer candidates	4Q	

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Communications</i>	Integrate Active911 for use as a PSAP to PSAP alerting tool for mutual and automatic aid incidents	1Q	
	Complete reprogram of radios to allow for Springdale and Benton County agencies to be interoperable	1Q	
	Provide at least one formal fire training opportunity for dispatchers	2Q	
	Replace legacy radios in the Field Operations Room with TDMA models	2Q	
	Explore and evaluate a formal fire station alerting system upgrade	3Q	

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Risk Reduction</i>	Orient and train new building inspector	1Q	
	Annual evaluation of safety education program	1Q	
	Review informational packets for correctness and accuracy	1Q	
	Deliver fire alarm and sprinkler class to line personnel	1Q	
	Coordinate and reinforce relationship with RPD CID for fire investigations	1Q	
	Complete installation of new public access door for enhanced building security	2Q	
	Annual review of fire inspection processes for efficiency and improvements	2Q	
	Mechanical education and licensing for inspectors	2Q	
	Facilitate adoption of new Arkansas Fire Prevention Code	2Q	
	Review policies applicable to Risk Reduction	2Q	
	Review website content and considerations for adjustment	2Q	
	Plumbing education and licensing for inspectors	3Q	

<i>Risk Reduction</i>	Implement safety education program modifications	3Q	
	Revise position specific task books	3Q	
	Facilitate target hazards tours	3Q	
	Provide continuing education to fire marshals	3Q	
	Provide enhancements to (builder, investor, business owner) awareness tools (website, materials, etc.)	4Q	
	Evaluate risk reduction efficiencies and effectiveness	4Q	
	Deliver annual fire inspection training to line personnel	4Q	
	Electric education and licensing for inspectors	4Q	

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Emergency Medical Services</i>	Replace one Zoll X-series cardiac monitor	1Q	
	Purchase and deploy Lucas CPR devices from every fire station	1Q	
	Complete narcotic storage and tracking system (Check-it)	1Q	
	Explore on-line paramedic program in Tyler, TX	1Q	
	Implement and train all members on the updated High Performance Cardiac Arrest policy (SOP 511)	1Q	
	Provide AHA instructor courses for current and future Master Paramedics	2Q	
	Develop and implement a Durable Medical Equipment preventative maintenance program	2Q	
	Successfully achieve reaccreditation with the Commission on Accreditation of Ambulance Services	2Q	
	Acquisition of Stop the Bleed Kits for all front line apparatus	3Q	
	Identify three new paramedic prerequisite students	3Q	
Renew the department in all current AHA courses	3Q		

Increase Pulsepoint Citizen users and Verified Responders	4Q	
Replace ESO tablets on all ambulances	4Q	
Complete ALERRT AAIR course for department	4Q	
Replacement of ballistic gear on all ambulances	4Q	
Revise and Redeploy community outreach/education in Hands Only CPR, Stop the Bleed, and Think First programs	ALL	
Formalize quarterly review of peak volume ambulance deployment	4Q	

RESPONSIBLE DIVISION/UNIT	GOAL DESCRIPTION	TARGET COMPLETION	DISPOSITION
<i>Physical Resources</i>	Complete facility improvements to the apparatus maintenance bay at Central Fire Station (paint and lighting)	1Q	
	Complete upgrades to the Incident Support Unit vehicle that have been identified after one year of use	1Q	Additional SCBA cylinders Storage rack
	Attend at least one outside fire apparatus-related training course	2Q	
	Complete reassembly of the aircraft training prop at the airport	2Q	
	Test and maintain all generator transfer switches with the assistance of a third-party company	3Q	
	Place a new Physical Resources Unit truck into service	4Q	
	Surplus retired apparatus as approved by department leadership	4Q	
	Acquire a trailer for moving the scissor lift from facility to facility	4Q	