

# City of Rogers Fire Department



## Fiscal Year Goals for FY 2018 Supporting the 2018 – 2023 Strategic Plan

Fire Chief Thomas C. Jenkins

Deputy Fire Chief Bryan Hinds

Deputy Fire Chief William Hyde

Deputy Fire Chief Travis Hollis

Battalion Chief Eddie Thompson (A)

Battalion Chief Cliff Thompson (B)

Battalion Chief David Whitlow (C)

## **2018 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 2018 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

<b>Responsible Division/Unit</b>	<b>Goal Description</b>	<b>Target Completion</b>	<b>Disposition</b>
<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 2017	1Q	
	Create an updated department recruitment brochure and video for use on social media	2Q	
	Identify opportunities to celebrate the department's 130 <sup>th</sup> anniversary, including the production of a yearbook and membership photo	1Q	
	Increase efforts to recruit a diverse workforce	2Q	
	Produce Annual Compliance Report for the CFAI	3Q	
	Begin Fire Station 8 design and construction	3Q	
	Develop a bond issue package for 2019 that supports the RFD's strategic plan	4Q	
	Continue to lead the city's Emergency Management Committee and formally adopt the city's EOP	4Q	
	Implement behavioral health and alternative Employee Assistance Program (EAP) with alternative funding	2Q	
	Advocate for improvements and changes to the city's compensation policy that allow RFD to remain competitive for recruitment and retention and employees	2Q	

Responsible Division/Unit	Goal Description	Target Completion	Disposition
<i>Field Operations</i>	Improve the RFD's hearing conservation program	1Q	
	Implement the Greater Alarm Crew Program	1Q	
	Replace at least ten (10) sets of personal protective clothing	1Q	
	Improve communications capability for firefighters when operating in SCBA	2Q	
	Begin implementation of the dive rescue program with appropriate assignments and distribution of resources.	2Q	
	Identify additional cancer-reduction strategies and implement those, to include programs to issue two sets of bunker gear, body wipes on apparatus, and identifying bunker gear "no zones" in fire stations	2Q	
	Place a back-up Battalion Chief vehicle into service	3Q	
	Place a new ambulance into service at Medic 2	3Q	
	Complete a successful refresher training (full day) for the following ranks: Fire Equipment Operator, Master Paramedic, Captain	3Q	

Responsible Division/Unit	Goal Description	Target Completion	Disposition
<i>Training</i>	Administer second year of education meeting new state and national standards for EMS personnel	4Q	
	Continue annual CPR and ACLS certification program for all appropriate personnel	1Q	
	Complete paramedic training and certification for at least six (6) current paramedic students	2Q	
	Identify and begin training for at least three (3) new paramedic students	2Q	
	Deliver two National Fire Academy-sanctioned courses for the RFD	3Q	
	Implement identified improvements to the officer development program	3Q	
	Develop structured physical fitness guide for station personnel	4Q	
	Improve the triage tag training system	4Q	
	Evaluate EMS orientation program	4Q	
	Evaluate manikins and for enhancing skill-based EMS training sessions	4Q	
	Evaluate video-based training systems	4Q	
	Evaluate and build “advanced provider” course for delivery in fall	4Q	
	Host a regional recruit academy for the Northwest Arkansas Fire Training Officers Association and Northwest Arkansas Community College	4Q	
	Design and construct a trench rescue and confined	4Q	

	rescue prop at the training center		
	<p>Have a presence at nationally-recognized training venues:</p> <ul style="list-style-type: none"> <li>o Fire Rescue International – Dallas, TX (3Q)</li> <li>o FDIC – Indianapolis, IN (2Q)</li> <li>o National Fire Academy – Emmitsburg, MD (ALL)</li> </ul>	ALL	
	Improve landscape and appearance of training center	4Q	
		4Q	
	Establish a formal training equipment cache	4Q	

Responsible Division/Unit	Goal Description	Target Completion	Disposition
<i>Communications</i>	Implement transition from traditional MDC units to tablet-based solutions	1Q	
	Complete AWIN transition for all subscriber radios	3Q	
	Improve MDC GPS reliability through the exploration of options for connectivity	2Q	
	Acquire additional portable radios for mutual aid and backup use	2Q	
	Provide at least one formal fire training opportunities for dispatchers	3Q	
	Implement recall program for off-duty firefighters and staff officers	3Q	
	Improve WiFi availability and bandwidth in fire stations	2Q	
	Work with NWA fire and EMS agencies to develop a regional communications plan that includes AWIN migration	2Q	
	Transition cellular service from the current AT&T network to FirstNet	2Q	

Responsible Division/Unit	Goal Description	Target Completion	Disposition
<i>Risk Reduction</i>	Provide department representation on the State Fire Code Revision Committee	All	
	Provide for Building Inspectors to gain three ICC certifications	All	
	Revisit and update the Rogers Developers Handbook to assist with information sharing in the development and business community	1Q	
	Implement the CityView records management system portal to obtain more accessible payments for permitting	1Q	
	Provide opportunities for office personnel to complete ICC Permit Tech certification	1Q	
	Provide education to the Field Operations Division regarding fire alarms and automatic sprinkler systems	1Q	
	Integrate an ICC Certified Building Official credential to be part of staff	2Q	
	Continue to develop the Community Risk Reduction Committee of the department and implement their recommendations as appropriate.	2Q	
	Complete CPSE credentialing for Captains assigned to the division and have them obtain Fire Marshal and Company Officer designation	2Q	
	Complete ICC certification for Fire Plans Examiner and Fire Sprinkler Examiner	3Q	
	Host a Regional Building Code Conference	3Q	
	Complete ICC certification for Fire Codes and Standards and Management	4Q	
	Conduct an onsite ISO evaluation for the division	3Q	
	Conduct an onsite IAS accreditation evaluation for the division	3Q	
	Host a contractors' meeting	4Q	



<b>Responsible Division/Unit</b>	<b>Goal Description</b>	<b>Target Completion</b>	<b>Disposition</b>
<i>Emergency Medical Services</i>	Implement changes to medication and narcotic storage and distribution	1Q	
	Complete comprehensive evaluation of EMS consumable supplies inventory	1Q	
	Implement new techniques to CPR processes for evaluation and improvement of ROSC	1Q	
	Partner with the American Heart Association for improvement public CPR education	2Q	
	Incorporate all advanced airway attempts to formal QA/QI process	2Q	
	Evaluate the use of ALS equipment on fire companies	2Q	
	Enhance focus on community CPR education and outreach	2Q	
	Evaluate usage of Arkansas Trauma Communications (ATCC) and develop strategies to improve utilization	3Q	
	Evaluate CVA assessment and protocol	4Q	
	Expand cardiac arrest data collection and consider partnership with CARES registry	3Q	
	Enhance Master Paramedic/Firefighter awareness of roles and responsibilities to improve the EMS program	2Q	
	Implement and evaluate a low acuity transport ambulance program with Mercy Health	1Q	

<b>Responsible Division/Unit</b>	<b>Goal Description</b>	<b>Target Completion</b>	<b>Disposition</b>
<i>Physical Resources</i>	Install Plymovent additions to training center	2Q	
	Install Plymovent additions to Station 2	1Q	
	Complete installation of gear washer and commercial dryer at training center	2Q	
	Analyze yard care at fire stations and develop an improvement plan	3Q	
	Complete renovations to office space at Station 1 and Administration	1Q	

<b>Responsible Division</b>	<b>Goal Description</b>	<b>Target Completion</b>	<b>Disposition</b>
<i>Special Teams (ARFF and Special Operations)</i>	Adapt air fill station at training center to be compatible with SCUBA cylinder	2Q	
	Complete formal agreement with Benton County Sheriff's Office for Dive Rescue	1Q	
	Design and delivery SCUBA training programs to the SOT for certification as public safety divers (NFPA 1006)	4Q	
	Conduct swift water technician and trench rescue course for SOT not currently certified	3Q	
	Finalize ARFF training prop and conduct full-scale burn	3Q	
	Identify potential training location site at airport fire station.	2Q	