

**City of Rogers**  
**Fire Department**



Fire Department Staffing Plan

July 2014

Fire Chief  
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## Introduction

The purpose of this plan is to provide a review of the staffing and deployment for the City of Rogers, Arkansas. To complete this plan, all divisions were interviewed to determine current operational deficiencies and comparisons to other similar departments were conducted. A proposed staffing plan is included herein for each division and the department as a whole. This proposal also prioritizes future personnel additions.

The findings and suggestions made in this plan are based on the needs within the City of Rogers and the existing mission of the fire department. Future growth and changes in mission for the department may cause this plan to become obsolete. All funding decisions are made by the elected Mayor and City Council and do not rest within the department. This document serves as a tool to help improve public safety for the citizens of Rogers through planning.

## Current Staff Deployment

As of March 2014, the Rogers Fire Department employed 121 full-time employees. Significant additions have been made since 2009, with several new staff positions added to augment current department goals and objectives. The various personnel divisions and assignments are provided below:

**Table 1**

<b>Job Title</b>	<b>Job Class</b>	<b>Division Assigned</b>	<b>Strength</b>
Fire Chief	Sworn	N/A	1
Deputy Chief	Sworn	Field Operations	1
Deputy Chief	Sworn	Training	1
Battalion Chief	Sworn	Field Operations	3
Battalion Chief	Sworn	Risk Reduction	1
Captain	Sworn	Training	3
Captain	Sworn	Risk Reduction	2
Captain	Sworn	Field Operations	24
Fire Equipment Operator	Sworn	Field Operations	24
Firefighter	Sworn	Field Operations	57
Administrative Assistant	Civilian	N/A	3
Physical Resources Technician	Civilian	N/A	1

The most recent additions and milestones to the human resources element of the department include:

- Adding one Captain in the Risk Reduction Division (2011)
- Converting a Deputy Chiefs position from the Risk Reduction Division to the Field Operations Division (2012)
- Adding six firefighters to the Field Operations Division to staff Rescue 5 (2013)
- Adding six firefighters to the Field Operations Division to staff Medic 7 (2014)
- Implementing the rank of Fire Equipment Operator and promoting 24 firefighters (2014)

### **Staffing Comparison and Growth**

The Rogers Fire Department compares favorably in personnel staffing to that of other fire departments of similarly-sized cities. In addition to staffing fire apparatus, the RFD staffs four ALS ambulances and a heavy rescue that has extrication, hazardous materials, and technical rescue capabilities with 117 sworn members operating out of seven fire stations. In comparison, the Springdale (AR) Fire Department also staffs four ALS ambulances with 114 sworn members who operate out of six stations but they do not staff a heavy rescue unit. The Fayetteville (AR) Fire Department has 111 sworn members who operate out of seven stations but they do not operate an ambulance service. The ambulance service for Fayetteville is operated by Central EMS which employs an additional 80 personnel. The North Little Rock (AR) Fire Department has 148 sworn members who operate out of 10 stations but they do not operate an ambulance service. It is apparent from this data that the Rogers Fire Department offers a wider range of services than the comparison departments while maintaining a comparable or economical number of sworn members.

The growth of the fire department's sworn personnel in relation to the overall growth of the city is shown in Figure 1.

## City of Rogers Population and Fire Department Authorized Strength (1975-2013)

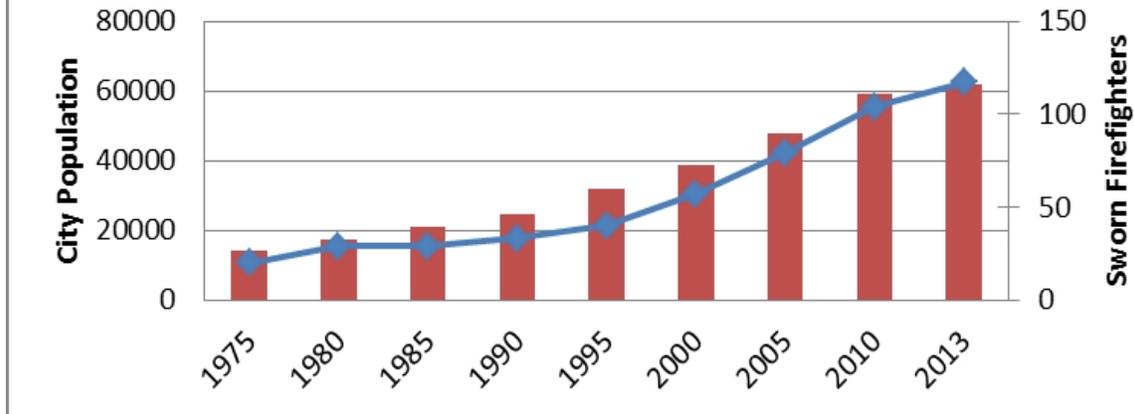


Figure 1

### ISO Credit for Personnel Evaluation

The Insurance Service Office (ISO) evaluated the Rogers Fire Department in July 2008. During that evaluation, it was determined that the city was deficient in the number of firefighters available for firefighting operations. The City of Rogers scored 6.40 points out of a possible 15 for required company personnel. The 2008 evaluation indicated that an average of 26.87 were on-duty and available to respond to structure fires. The RFD anticipates undergoing an ISO evaluation in late 2014 or 2015 and looks forward to receiving a higher score on the company personnel portion of the evaluation due to the number of members that have been added since 2008. The minimum staffing in the third quarter of 2014 will be 32. This increase in staffing, when coupled with other improvements in analysis and deployment for the department, should improve our score significantly.

## Department Organization

In late 2010, the Rogers Fire Department was reorganized to operate with three distinct divisions along with the general leadership and support of the Office of the Fire Chief. Responsibilities and program assignments were delegated based on criterion developed from the Commission on Fire Accreditation International as follows:

Table 2

Office of the Fire Chief	Field Operations Division	Risk Reduction Division	Training Division
<ul style="list-style-type: none"> <li>1. Governance and Administration</li> <li>3. Assessment and Planning</li> <li>4. Producing Monthly and Yearly Activity Reports</li> <li>5. City Council Meeting Attendance</li> <li>6. Fire and Non-Fire Risk Assessment and Response Strategies</li> <li>7. Strategic Planning</li> <li>8. Establishing Goals and Objectives for each Division</li> <li>9. Measuring Organizational Progress</li> <li>10. Financial Planning and Resource Allocation</li> <li>11. Management and planning of physical resources</li> <li>12. Human resource management</li> <li>2. Emergency Communications Liaison</li> </ul>	<ul style="list-style-type: none"> <li>1. Fire Suppression</li> <li>2. Implement portions of the Fire Prevention and Life Safety Program</li> <li>3. Implement portions of the Public Education Program</li> <li>4. Technical Rescue Response</li> <li>5. Hazardous Materials Response</li> <li>6. Emergency Medical Service Response</li> <li>7. Aviation Rescue and Firefighting</li> <li>8. Apparatus Maintenance</li> <li>9. Equipment management and inventory</li> </ul>	<ul style="list-style-type: none"> <li>1. Assist the Fire Chief with Assessment and Planning</li> <li>3. Map Pages and Water Supply System Interface</li> <li>4. Planning Commission Meeting Attendance</li> <li>5. Fire Prevention and Life Safety Program Management</li> <li>6. Public Education Program Management</li> <li>7. Fire Investigation</li> <li>2. Portable communications programming</li> </ul>	<ul style="list-style-type: none"> <li>1. Domestic Preparedness Planning and Response</li> <li>3. Occupational Safety and Health Program Implementation</li> <li>4. Wellness and Fitness Program</li> <li>5. Training Program Management</li> <li>6. Fire academy development and implementation</li> <li>7. Training record retention and auditing</li> <li>8. Company evaluations and performance-based measurement</li> <li>9. Training resource management</li> <li>2. Medical equipment inventory and control</li> </ul>

With these responsibilities identified by division, it becomes possible to provide some prediction as to where additional personnel will be needed. Additional personnel are historically assigned to the Field Operations Division when an additional fire station is opened. Over the next five years, the City of Rogers is expected to open only one additional fire station. This fire station, Station 8, is slated to be located in the southwest corridor of the city and only be equipped with a single engine company. In order to project the future staffing needs of the various divisions the Command Staff of the RFD engaged in planning sessions and identified future staffing goals. The following staffing goals were identified by the Command

Staff in order to allow the RFD to continue to meet the anticipated city growth and increase in call volume while providing safe working conditions for its members:

1. Provide for assignment diversity through the rotation of Captains (first line management) through various staff assignments in the Training and Prevention Divisions.
2. Establish a baseline human resource need in the Field Operations Division prior to the opening of additional fire stations. The remaining identified need is to increase the staffing of Rescue 5 to a three-person minimum.
3. Prioritize the addition of six firefighters to staff a fifth Medic Unit based on call volume and current Medic Unit reliability. Elimination of the county EMS responsibility would have a positive impact on postponing this objective.
4. Open Station 8 with nine (9) firefighters and open all future fire stations with a minimum of nine (9) firefighters, while still maintaining an awareness of authorized leave opportunities on the shift. It may be necessary to add an additional firefighter on each shift to accommodate scheduled authorized leave.
5. Prioritize the assignment of an additional member to the Training Division to allow for more effective completion of EMS training, administrative, and quality improvement functions.
6. Prioritize the addition of three Captains positions in the Field Operations Division to be Battalion Chief Aides. These employees would greatly improve safety on emergency incident scenes, while providing succession planning for first-level supervisors.
7. Prioritize the assignment of an additional member to the Risk Reduction Division to assist with fire code inspections.
8. Monitor the need for an additional part-time or full-time civilian Physical Resources Technician to maintain the apparatus fleet.
9. Actively pursue opportunities for consolidation and collaboration with outlying communities and fire districts to improve staffing at a distributed cost between governmental entities.
10. Convert the Risk Reduction Division head from a Battalion Chief's position to a Deputy Chief's position in order to maintain consistency throughout the organization.

11. Closely monitor the availability (reliability) of ambulances, aerial fire apparatus, and the citywide tour commander to determine prioritization of additional dedicated resources.
12. Investigate the need for an EMS Supervisor to be assigned to each shift. This priority could be comingled with objective 5, as listed above.

**Human Resource Development**

Higher Education Compensation

The department, in conjunction with the Rogers Civil Service Commission, has developed a tiered promotional policy which requires and encourages higher education. The department should strongly consider the development of a formal program to compensate members for successful completion of accredited college degrees.

Paramedic Compensation

As the Rogers Fire Department and the fire service as a whole have evolved a greater amount of time and resources have become focused on delivering emergency medical services to the community and a greater workload has been placed on the paramedics who are tasked with delivering those services. A paramedic compensation study was performed with four local fire departments that provide a comparable level of ALS medical transport to the RFD and with whom the RFD competes for the hiring and retention of paramedics. The study revealed that the RFD has the lowest amount of base pay increase for paramedics over the base pay for firefighter/EMTs of all the agencies polled. The results of the study are shown in Table 3.

Regional Base Paramedic Pay Increase Comparison

**Table 3**

Agency	Paramedic Base Pay Increase
Bella Vista Fire Department	\$6,000
Bentonville Fire Department	\$6,000
<b>Rogers Fire Department</b>	<b>\$3,000</b>
Siloam Springs Fire Department	\$4,500
Springdale Fire Department	\$6,000

In order to continue to attract and retain quality paramedics it is apparent that the RFD system for compensating paramedics should be reviewed and revised. Based on this information a paramedic compensation proposal

was developed that would allow the RFD to maintain competitiveness in paramedic compensation with local agencies. The proposal is composed of the three following components:

1. Increase the base pay of all members of the department who hold a paramedic certification. Table 4 shows the annual cost of three different base pay increase options.

Annual Cost of Paramedic Base Pay Increase

**Table 4**

Base Pay Increase	Annual Cost
\$2,000	\$128,000
\$2,500	\$160,000
\$3,000	\$192,000

2. Provide a stipend to those paramedics who are assigned to Medic Units. The current response model of the RFD involves the staffing of four ALS transport Medic Units and five ALS fire companies. Each ALS unit is required to be staffed by at least one paramedic. While the certification level of those paramedics assigned to Medic Units is the same as that of paramedics assigned to ALS fire companies the paramedics on the Medic Units complete a greater portion of the work on the typical EMS response. ALS fire company paramedics are typically only involved in the patient scene care portion of each response while Medic Unit paramedics are involved in the duration of the call, as displayed in Figure 2.

ALS Fire Company

**Scene Care**

**Transport**

**Documentation**

**Total Duration of EMS Response**

**Figure 2**

Medic Unit

The proposed stipend would be paid to the member who performs as the primary paramedic on each of the four Medic Units each shift in order to compensate those personnel who are more actively engaged in delivering the emergency medical service. Table 5 shows the annual cost of providing the stipend based on five stipend amount options.

Annual Cost of Daily Stipends

Table 5

Daily Paramedic Stipend	Annual Cost
\$35	\$51,100
\$40	\$58,400
\$45	\$65,700
\$50	\$73,000
\$55	\$80,300

3. Provide an annual stipend to those paramedics who serve as instructors for the fire department. Based on this proposal two paramedics per shift would be selected to serve as EMT, ACLS, PALS, and CPR instructors. Table 6 shows the annual cost of providing the stipend based on three stipend options.

Annual Cost of Paramedic Instructor Stipends

Table 6

Instructor Stipend	Annual Cost
\$300	\$1,800
\$600	\$3,600
\$900	\$5,400

**Summary**

The Rogers Fire Department has made great improvements in human resource staffing. However, additional personnel are needed to maintain the current standard of cover and improve administrative operations. As additional personnel are assigned to the Field Operations Division, it becomes essential to also consider adding human resources to other divisions. Because human resources are a long-term funding issue, the need and associated justification must be well vetted and established.