



Rogers Fire Department Standard Operating Procedures

Policy Title:	Mission, Vision, Values and Continuous Improvement		
Policy Number:	100	Volume:	Administration
Approved By:	Tom Jenkins	Last Reviewed:	November 2022
CFAI Reference:	1A.10, 1B.1, 1B.2	CAAS Reference:	N/A
Revision Summary:	Created – May 2009 Formatted – May 2012 Updated – Continuous Improvement System (2021) Updated – Dates for Various Activities		

PURPOSE

The purpose of this policy is to provide information regarding the Rogers Fire Department's mission and vision statement.

POLICY

Mission and Vision Statements

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

The vision of the Rogers Fire Department is to be an established authority, nationally recognized in all risk-related disciplines.

Values Statement

The Rogers Fire Department values:

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

Continuous Improvement Process

Because of the Department's interest in maintaining a high standard of excellence, a continuous improvement process will be adopted to identify improvement opportunities. The process will be cyclical and incorporated into various elements of Department operation. The continuous improvement process will involve measurement of datasets, analysis of the data, and other performance measures and improvement strategies.



Continuous Improvement Calendar

January	February	March	April	May	June
<p>Previous year <u>RMS data</u> is analyzed and reviewed for quality assurance by analyst.</p> <ul style="list-style-type: none"> - NFPA Activity Report - Unit Response Analysis - CFAI/CPSE Response Time - Unit Hour Utilization & Metrics - Ambulance Drawdown and Exhaustion <p><u>Program Appraisals</u> are due to the accreditation manager by Jan 15.</p> <p>Peak Volume Ambulance <u>4Q Report</u></p>	<p><u>Yearly Activity Report</u> is started.</p> <p><u>RMS data</u> is available for coordinators by Feb 15.</p> <p><u>Accreditation Criteria areas</u> are removed for updates, change for next accreditation cycle.</p> <p><u>Annual Compliance Report</u> submitted by accreditation manager.</p>	<p><u>Yearly Activity Report</u> is published by March 31.</p> <p><u>Program appraisals</u> are due to the accreditation manager by March 31.</p>	<p>Command Staff <u>strategic planning steering session</u> to review data, strategic plan, and other priorities.</p> <p>Peak Volume Ambulance <u>1Q Report</u></p>		<p>Analyst completes updates to the <u>CRASOC</u> related to performance by incident type and risk analysis for the previous year.</p>
July	August	September	October	November	December
<p>Peak Volume Ambulance <u>2Q Report</u></p>	<p><u>Annual inspection</u> of apparatus, facilities, and PPE to determine needs for next budget year.</p>	<p><u>Budget</u> requests from divisions are due to the fire chief by Sept 30.</p>	<p><u>Budget</u> is submitted and prepared by the Fire Chief.</p> <p>Peak Volume Ambulance <u>3Q Report</u></p>	<p>Updates to the <u>strategic plan</u> are published by Nov. 30th by the accreditation manager.</p>	

Key Document Dates

Key Document	Responsible Party/Parties	Due
Strategic Plan	Accreditation Manager	November 30 th
Program Appraisals	Program Managers	January 15 th
CRASOC	Analyst	June
ACR	Accreditation Manager	February 15 th
Accreditation Criteria (FESSAM)	Assigned Coordinator	February 28 th

Key Groups and People:

Accreditation Manager: A department member, selected by the fire chief, who oversees the continuous improvement process.

Accreditation Category Coordinator: A department member, selected by the fire chief, assigned to a specific FESSAM category for the purposes of updating information each year in a coordinated effort to maintain accuracy of documents.

Analyst: A department member who assists the accreditation manager in aggregating data, analyzing data, and publishing key performance indicators/measures.

Program Appraisal Manager: The department chief officer or administrative staff member who is overall responsible for the management of a program or review of annual performance as described below:

Annual appraisal assignments and review:

Reference	Description	Data & Information Included	Assigned to
2D.6	<p><u>Assessment and Planning</u></p> <p>“Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.”</p>	<p>Maps:</p> <ul style="list-style-type: none"> - 4 Minute response to all address points - 8 Minute response to all address points <p>Data & Analytics:</p> <ul style="list-style-type: none"> - Incident Type and Summary - 90th Percentile by response time elements by risk 	Analyst
3D.1	<p><u>Goals and Objectives</u></p> <p>“The agency’s goals and objectives are examined and modified at least</p>	<p>Information:</p> <ul style="list-style-type: none"> - Command staff meetings 	Accreditation Manager

	annually for quality and to ensure they remain current and consistent with the agency's mission, vision and long-range plan(s)."	<ul style="list-style-type: none"> - Strategic Planning or Strategic Planning Steering Session meetings - Fiscal Year Goal review chart - Other updates to staffing, apparatus or facility plans 	
5A.7	<p><u>Risk Reduction Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals."</p>	<p>Data:</p> <ul style="list-style-type: none"> - Count of new commercial and residential structures - Fire inspections by divisions (RRD, FOD) - Risk Related training for FOD - Updates to risk profile or assessment 	Deputy Chief – Risk Reduction
5B.4	<p><u>Public Education Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the impact of the public education program and its efforts of risk reduction based on community assessment, standards of cover, and measures performance."</p>	<p>Data:</p> <ul style="list-style-type: none"> - Classes taught (STB, CPR, etc) - Public Events - Fire Prevention Week activities - CPRogers activities - PulsePoint metrics 	Deputy Chief – Risk Reduction Assistance from Captain – EMS & Fire Chief
5C.4	<p><u>Fire Investigation Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance."</p>	<p>Data:</p> <ul style="list-style-type: none"> - No. of fires investigated - No. of suspected arson fires and status of cases <p>Information:</p> <ul style="list-style-type: none"> - Information on RPD interface, training and investigative coordination 	Deputy Chief – Risk Reduction
5E.3	<p><u>Fire Suppression Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire</p>	<p>Data & Analytics:</p> <ul style="list-style-type: none"> - Response time performance breakdown - NFPA 1710 	Deputy Chief – Field Operations

	<p>suppression program and its impact on meeting the agency's goals and objectives."</p>	<p>compliance</p> <ul style="list-style-type: none"> - IPE/PIA information and summary <p>Information:</p> <ul style="list-style-type: none"> - New equipment acquired - NFPA 1410s completed (compliance, general information) - Automatic aid changes and exercise - Equipment/Gear status and assessment 	
5F.9	<p><u>EMS Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols and equipment."</p>	<p>Data:</p> <ul style="list-style-type: none"> - EMS call volume by demographic, city area, incident type, transports, et al - No. of MVAs - Low Acuity Performance - Peak Volume Ambulance <p>Information:</p> <ul style="list-style-type: none"> - Review of paramedic students at all stages - QA/QI outputs and outcomes - Utstein Measurement - Ambulance reliability and exhaustion data - New equipment - Trauma system meetings, regional meetings, EMSAC information and meetings 	EMS Captain
5G.2	<p><u>Technical Rescue Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical</p>	<p>Data:</p> <ul style="list-style-type: none"> - No. of Technical Rescue Incidents - No. of MVAs requiring extrication 	Deputy Chief – Special Ops & Training

	rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model."	Information: <ul style="list-style-type: none"> - Composition and pay of the team - Training - Exercises - New equipment added - Deployment with AR-TF1 info 	
5H.3	<p><u>Hazardous Material Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model."</p>	<p>Data:</p> <ul style="list-style-type: none"> - No. of Haz-Mat Incidents - List of significant Haz-Mat incidents required Level A or B entry <p>Information:</p> <ul style="list-style-type: none"> - Count of Haz-Mat Technicians and number of new technicians - Internal training sessions - External training exercises in the region - Exercise of the equipment - Annual SOT member evaluation results 	Deputy Chief – Special Ops & Training
5I.2	<p><u>ARFF Program</u></p> <p>"The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives."</p>	<p>Data:</p> <ul style="list-style-type: none"> - No. of aircraft alerts and response data by airport <p>Information:</p> <ul style="list-style-type: none"> - Include composition and pay of the team - Training sessions - Weekly exercise of ARFF unit outputs - ARFF team meeting count and info - Annual ARFF Team member evaluation results 	Deputy Chief – Special Ops & Training
5K.3	<u>Wildland Firefighting Program</u>	Data:	Deputy Chief

	<p>“The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency’s goals and objectives.”</p>	<ul style="list-style-type: none"> - No. of Fires and acres <p>Information:</p> <ul style="list-style-type: none"> - No. of PIAs done (with results, and lessons learned) - Equipment added - Prevention efforts, any training done for WUI command and control 	– Field Ops
9B.13	<p><u>Emergency Communications System</u></p> <p>“A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact on meeting the agency’s goals and objectives.”</p>	<p>Data:</p> <ul style="list-style-type: none"> - No. of times in states of failure, failures of alerting, airport alerting information, busy signal and use data from AWIN 	Fire Chief

Accreditation Criteria (FESSAM) Review Assignments

FESSAM	Category/ Criteria	Coordinator of Annual Review
1	Governance and Administration	Fire Chief
2	Assessment and Planning	Analyst
3	Goals and Objectives	Accreditation Manager
4	Financial Resources	Fire Chief
5A	Community Risk Reduction	Deputy Chief – Risk Reduction
5B	Public Education	Deputy Chief – Risk Reduction
5C	Fire Investigations	Deputy Chief – Risk Reduction
5D	Domestic Preparedness	Analyst
5E	Fire Suppression	Deputy Chief – Field Ops
5F	EMS	Captain – EMS
5G	Technical Rescue	Deputy Chief – Special Ops & Training
5H	Hazardous Materials	Deputy Chief – Special Ops & Training
5I	Aviation	Deputy Chief – Special Ops & Training
5K	Wildland Firefighting	Deputy Chief – Field Ops
6	Physical Resources	Deputy Chief – Field Ops & Physical Resources Manager
7	Human Resources	Fire Chief
8	Training and Competency	Deputy Chief – Special Ops & Training
9A	Water Supply	Deputy Chief – Field Ops

9B	Communications Systems	Fire Chief
9C	Administrative Support Services	Accreditation Manager
10	External Systems Relationships	Fire Chief