



ROGERS FIRE DEPARTMENT

2015-2020 STRATEGIC PLAN



CFAI Accredited 2011-2016
CAAS Accredited 2012-2015

ISO Class 1
Since 2015



Introduction

The City of Rogers Fire Department (herein also referred to as “Rogers Fire Department” or “RFD”) provides an “all-hazards” emergency response to the City of Rogers, Arkansas. Included in their services are fire suppression, advanced life support emergency medical care, technical rescue, hazardous materials response, fire investigation, fire prevention, public education, and coordination of emergency management.

The Rogers Fire Department protects one of the fastest growing and economically vibrant areas in the United States. The Northwest Arkansas Metropolitan Area (formally called the Fayetteville-Springdale-Rogers Metropolitan Statistical Area) is ranked third in growth rate for the next decade. The City of Rogers, specifically, is always ranked by CNN Money Magazine’s *Best Cities to Live* and was in the top ten in 2010. The Rogers Fire Department was accredited by the Center for Public Safety Excellence in Atlanta, Georgia in August of 2011. The RFD was also accredited by the Commission on Accreditation of Ambulance Services in 2012. The department received a class one rating from the Insurance Service Office (ISO) in 2015. These three distinctions make Rogers one of just four cities in the United States to be both dual-accredited and an ISO class one.

The Rogers Fire Department is the largest fire department in Northwest Arkansas (Benton and Washington Counties). The department serves approximately 70,000 residents who live in the 38 square miles of city limits (2014 U.S. Census Estimate). Besides providing an all-hazards response to the city, the fire department also provides advanced life support EMS to the neighboring city of Little Flock and rural Benton County, under an annual contract that is renewed each January.

This document represents the sixth update to a Strategic Plan that was originally created in 2009. The original Strategic Plan included representatives from all shifts and department functions who helped shape and create a common set of values, mission statement and vision statement for the department.

In this plan, the RFD used a Community-Driven Strategic Planning process pioneered by the Center for Public Safety Excellence as part of the accreditation model. This process serves to cultivate ideas, challenges, and needs from all areas of the community and department. As the RFD saw in 2009, it also allows the membership to have “buy-in” and a forum for health discussion of the department’s long-term purpose and direction.

This strategic plan revisits the RFD’s Mission, Vision and Values, and sets forth a continuous improvement plan that offers a road map for the next five years.

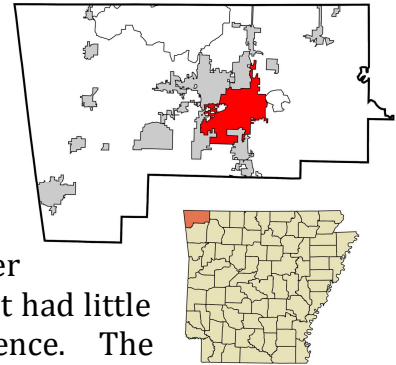
ROGERS FIRE DEPARTMENT STRATEGIC PLAN

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Organizational Background

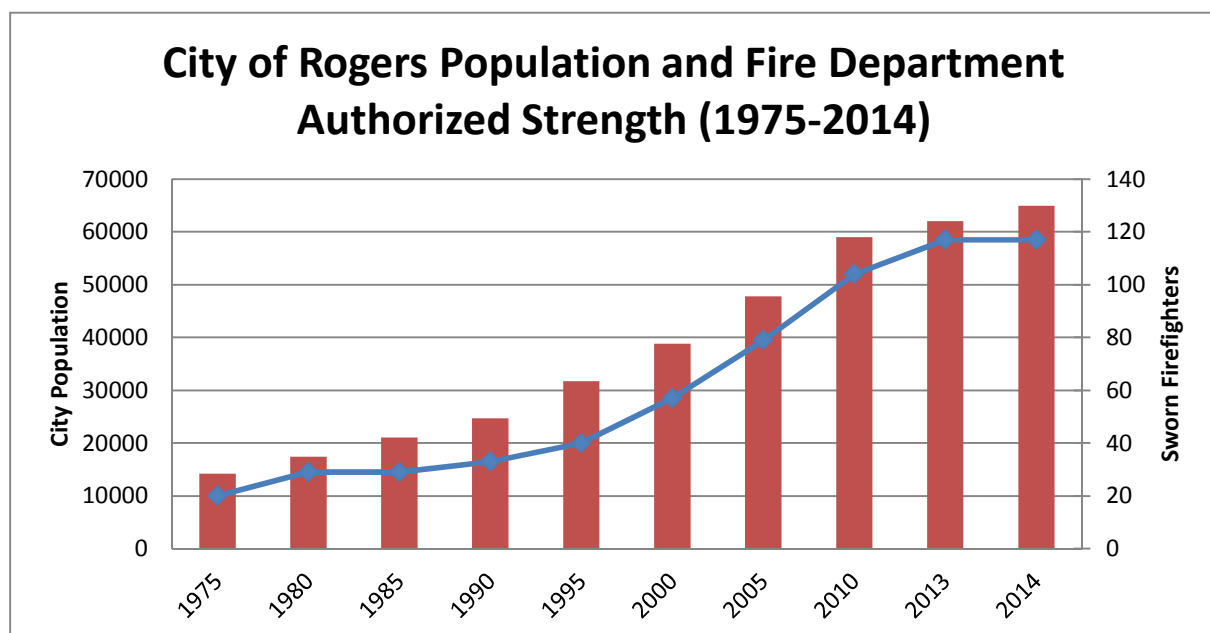
The City of Rogers is named after Captain Charles Warrington Rogers, who was the vice-president and general manager of the Saint Louis and San Francisco Railway. The town was established on June 6, 1881. The town has undergone fast growth in nearly all decades, sometimes as much as 90% between census measurements.



The Rogers Fire Department was incorporated on December 19, 1888 as the Rogers Hose Company No. 1. The department had little more than a hose cart for the first two decades of existence. The department obtained its first motorized fire apparatus in 1915 (an American LaFrance Chemical Engine) and replaced it in 1919 with a water pumping engine from the same manufacturer. The first fire station was collocated with City Hall in a building about a block away from the current fire station on 1st Street. The second, and more recognizable, central fire station was located at 212 West Elm Street.

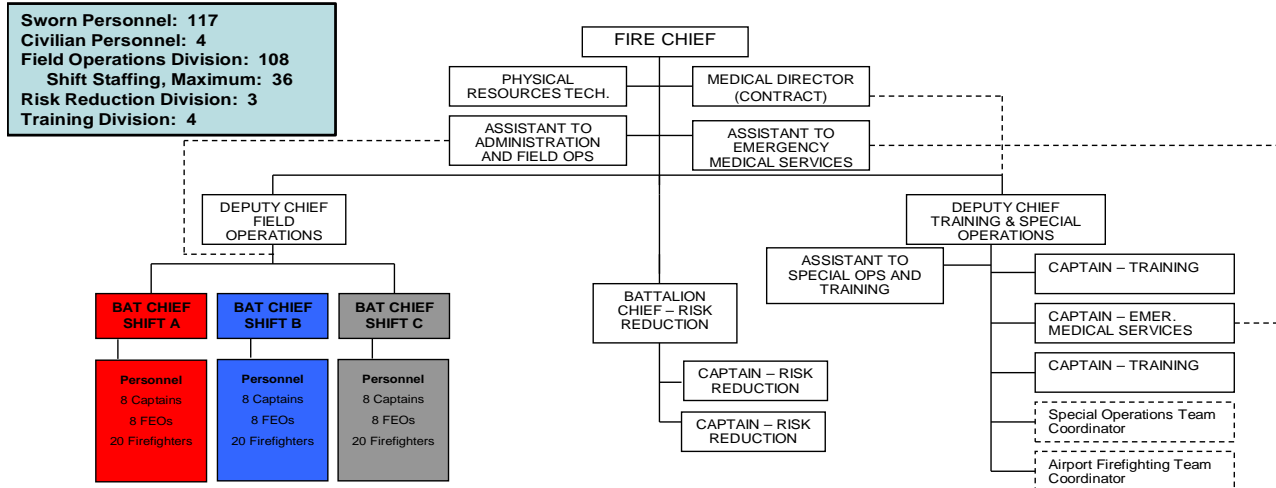
A fire bell served to alert the volunteer firefighters until the advent of radio pagers in the twentieth century. The first paid firefighter, Frank Jacobs, was hired in 1922. Volunteer firefighters were phased out of use by the turn of the 21st century under Fire Chief Ken Riley.

Presently, the City of Rogers is comprised of 38.25 square miles with an estimated population of nearly 70,000 with an elected Mayor serving as the senior elected official of the city. The fire department provides service through seven fire stations, one training center and 121 fulltime employees.



Organizational Structure

CITY OF ROGERS FIRE DEPARTMENT ORGANIZATIONAL CHART



Shift Staffing Breakdown

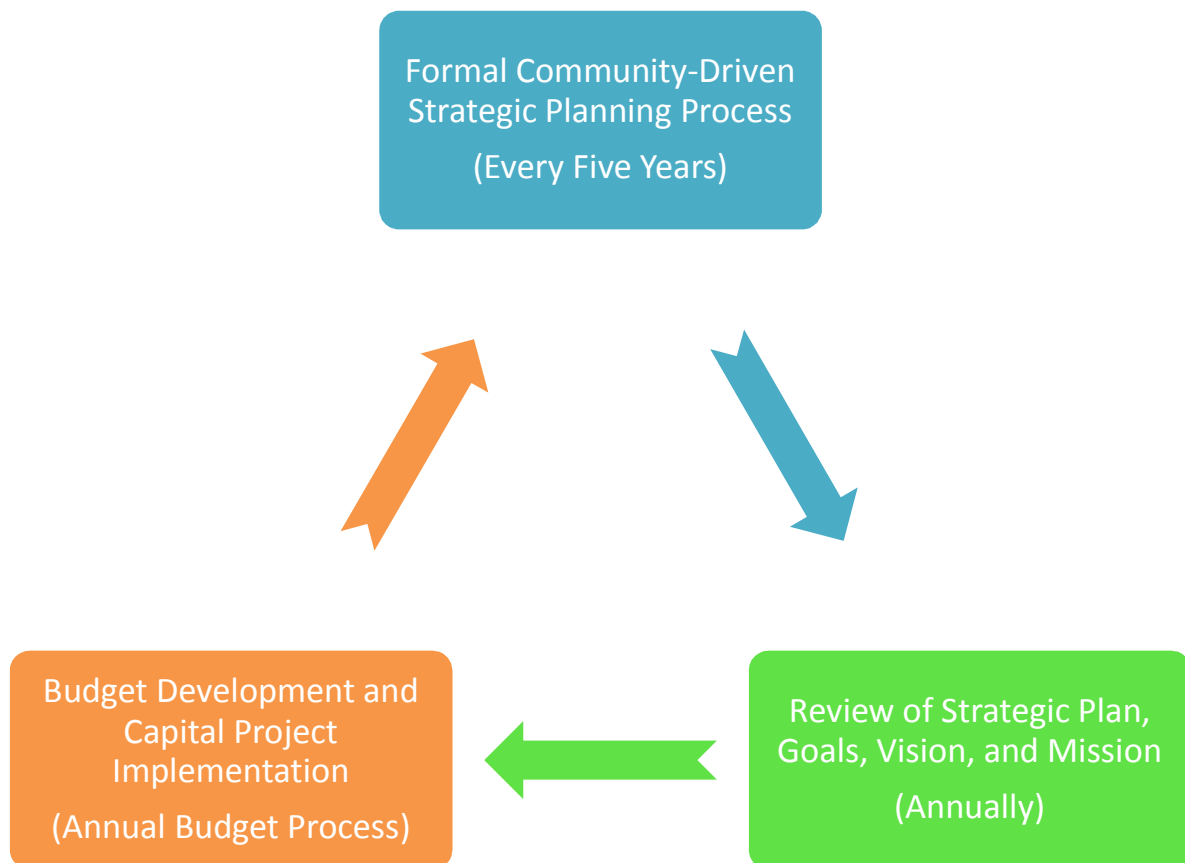
Station	Maximum Staffing	Minimum Staffing
1 - Downtown	9	6
2 - Midtown	3	3
3 - Airport	3	3
4 - Olive Park	5	5
5 - Pinnacle Hills	7	7
6 - Bellview	4	3
7 - Eastside	5	5
TOTAL	36	32

The Community-Driven Strategic Planning Process

Community involvement is essential to the RFD strategic plan. Community members interact with the fire department if they live, work, or travel to the city. Department members, who often see the most opportunities for growth and improvement within the organization, are also vital components of the planning process.

The RFD creates a five-year strategic plan, using community involvement, and reviews it each year. The annual reviews are conducted using representatives from all shifts, command staff, and civilians within the fire department to review the progression of the plan. This annual “steering session” helps to keep the document relevant and alive during its five-year cycle of implementation.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going. The plan should be consulted from time to time and assist department leadership in measuring success, performance, and outcome.



Measurement and Improvement

The success of the strategic planning process relies not only on community involvement, but measurement of the goals completed and performance achieved. Performance is measured both quantitatively and qualitatively. The RFD strives to set realistic and measurable goals for its various strategic plan components. The measurement tools used by the RFD include:

- Monthly and Yearly Activity Report
- Monthly EMS Reports
 - Utstein Template Cardiac Arrest
 - Chest Pain / Cardiac Rhythm Disturbance Analysis
 - Trauma Patient Assessment
 - Drug Assisted Intubation Report
- Annual Strategic Planning Review Documents
- Annual Strategic Planning Steering Sessions
- CPSE Accreditation Annual Compliance Report
- Daily E911 Dispatch Time Analysis (RCD)
- Monthly meetings of the EMS Advisory Committee
- Monthly meetings of the Training Committee
- Monthly Physical Resource Analysis

Daily	Monthly	Annually
E911 Call Analysis	Activity Report EMS Reports EMS Advisory Committee Training committee Physical Resource Analysis	Yearly Activity Report Strategic Steering Session CPSE Compliance Report

Participation

Development of the RFD's Strategic Plan took place in 2014, using community leaders, the Rogers-Lowell Chamber of Commerce and members of the RFD. Input received from the stakeholders meeting revolved around community expectations, concerns, and other comments about the department.

The internal stakeholders that participated represented all three shifts and the various divisions from the department. The list of specific participants is provided below in Table 1.

Table 1: Rogers Fire Department Internal Stakeholder Participants

<i>Tom Jenkins</i>	<i>Bryan Hinds</i>	<i>William Hyde</i>	<i>Travis Hollis</i>	<i>Cliff Thompson</i>
<i>Eddie Thompson</i>	<i>David Whitlow</i>	<i>Dusty Meredith</i>	<i>Terry Douglas</i>	<i>William Rumsey</i>
<i>Lance Loyer</i>	<i>Dennis Thurman</i>	<i>Joseph Jerabeck</i>	<i>Bill Huntington</i>	<i>Joshua Kirts</i>
<i>Nick Ardemagni</i>	<i>John Fox</i>	<i>Shawn Rogers</i>	<i>Patrick Miller</i>	<i>Devin Sims</i>
<i>Kyle Jordan</i>	<i>Bryan Bingham</i>	<i>Nathan Keck</i>	<i>John Gavin</i>	<i>J. Blickenderfer</i>
<i>Greg Bray</i>	<i>Rob Starek</i>	<i>Mike Cerasale</i>	<i>Zach Lehman</i>	<i>Adam Elington</i>
<i>Brandon Howard</i>	<i>Eric Warzecha</i>	<i>Clint Bowen</i>	<i>Andy Meeker</i>	<i>Stephen McDonald</i>

External stakeholders were solicited using the Rogers-Lowell Chamber of Commerce weekly newsletter. These stakeholders were asked to anonymously provide feedback on the department through an online survey. In total, 94 external stakeholders participated in the effort.



External Stakeholder Feedback

Community interaction, satisfaction and involvement are key to the RFD's success. To obtain quality external stakeholder feedback, the department used an anonymous online survey instrument. During the online survey of stakeholders, much was learned about the perception of the department and areas of improvement. Discussion centered not only on the present service programs provided, but also on priorities for the future.

The survey instrument utilized eight questions that attempted to gain information about the participant and their input about the Rogers Fire Department. The questions asked included:

1. What is your affiliation with the City of Rogers?
2. Have you ever interacted with a member of the Rogers Fire Department in a professional setting (emergency response, inspection, education session, etc)?
3. If you answer "yes" to the previous question, did your interaction with the RFD meet both your expectations and needs?
4. The Rogers Fire Department provides fire suppression, emergency medical, hazardous materials, technical rescue, and aviation emergency response services to the City of Rogers. Based on your experience and observation of the department, as a citizen, do you understand the scope of their service to the community?
5. The RFD adopts national standards for response time goals. These standards include 90 seconds to process and dispatch an emergency call at the 911 center, 60 seconds for firefighters to react and get on the apparatus to respond to the call, and 240 seconds for the first unit to travel to the scene of the emergency. Do these response time standards meet your personal expectations?
6. What service types would you like to see the department emphasize in the coming decade?
7. What can the fire department do to better serve the city?
8. In a few words, share your perception of the fire department and the services it provides.

The following graphs show the responses to the various questions in the survey.

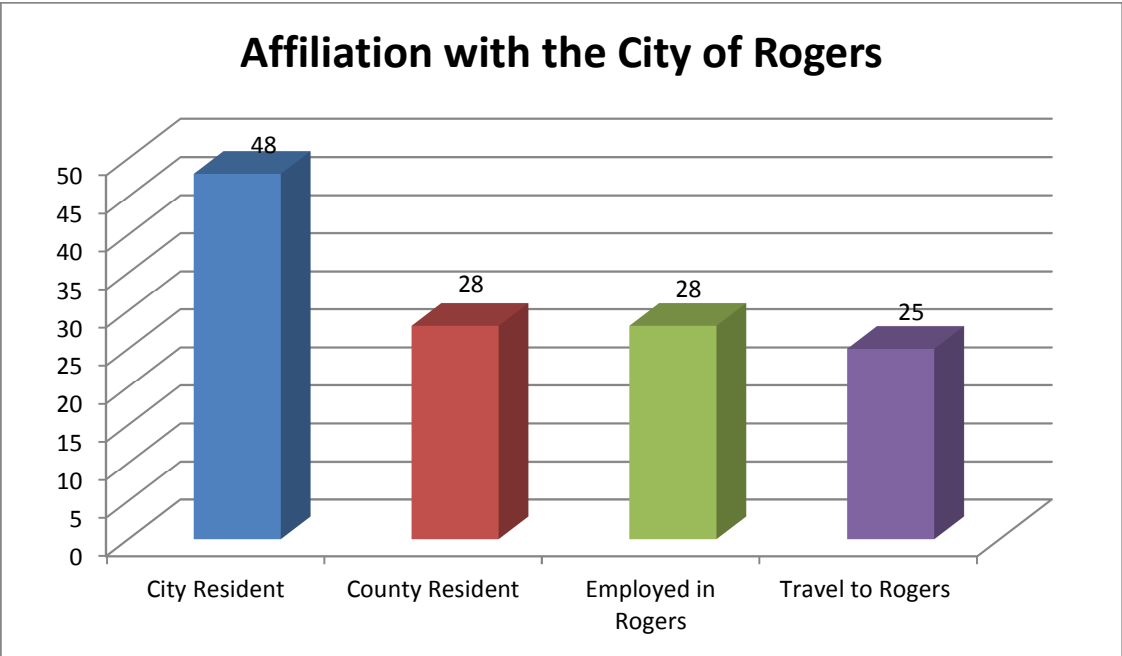


Figure 1 - Question 1 Results (Answered: 88, Skipped: 6)

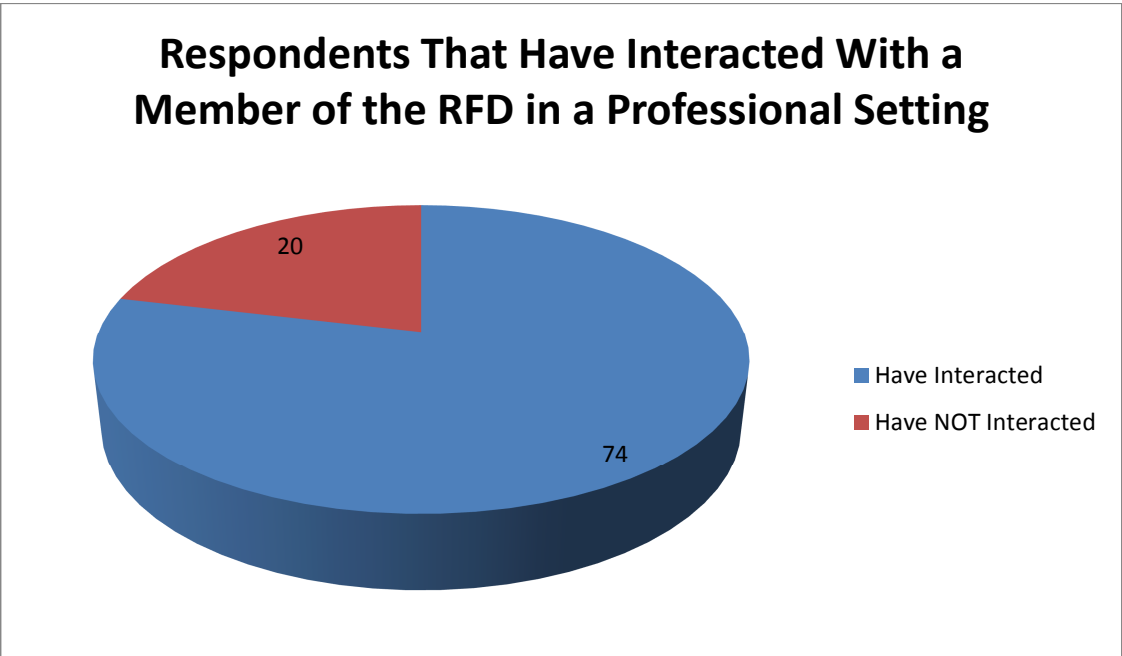


Figure 2 - Question 2 Results (Answered: 94, Skipped: 0)

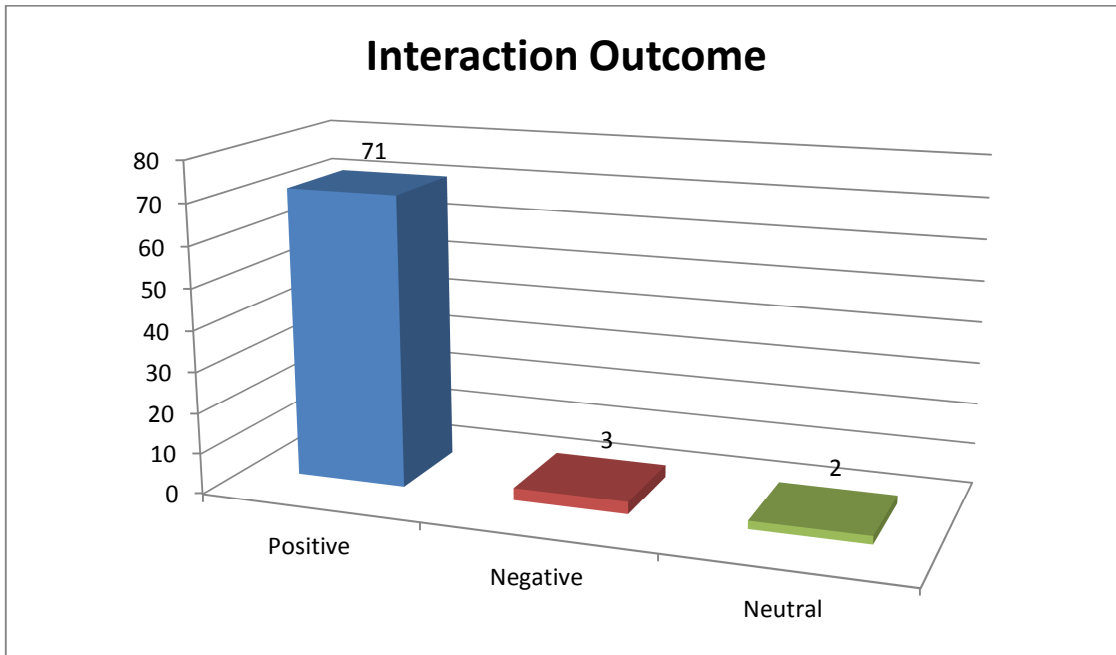


Figure 3 - Question 3 Results (Answered: 75, Skipped: 19)

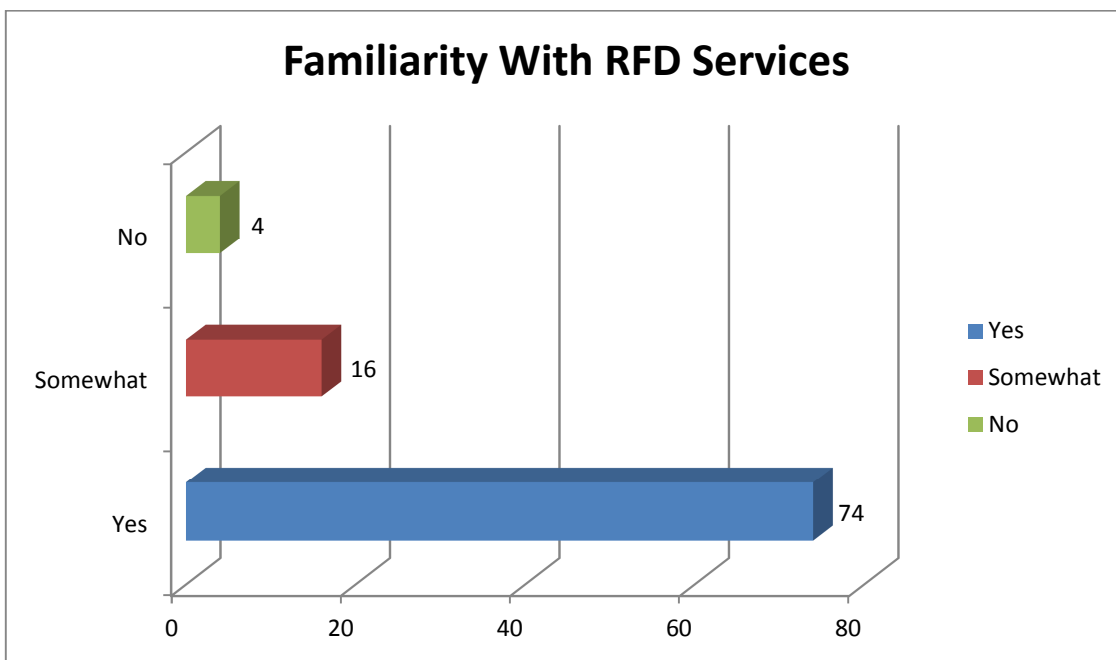


Figure 4 - Question 4 Results (Answered: 94, Skipped: 0)

Interpretation of Response Time Goals

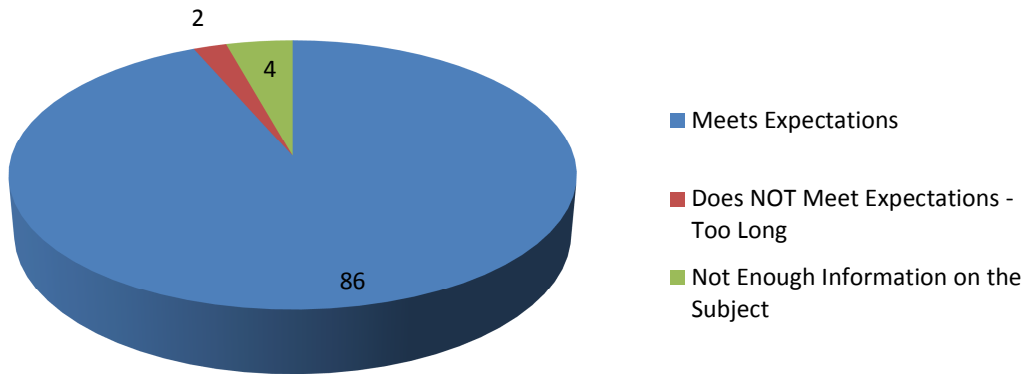


Figure 5 - Question 5 Results (Answered: 92, Skipped: 2)

Opinion of Services to Emphasize

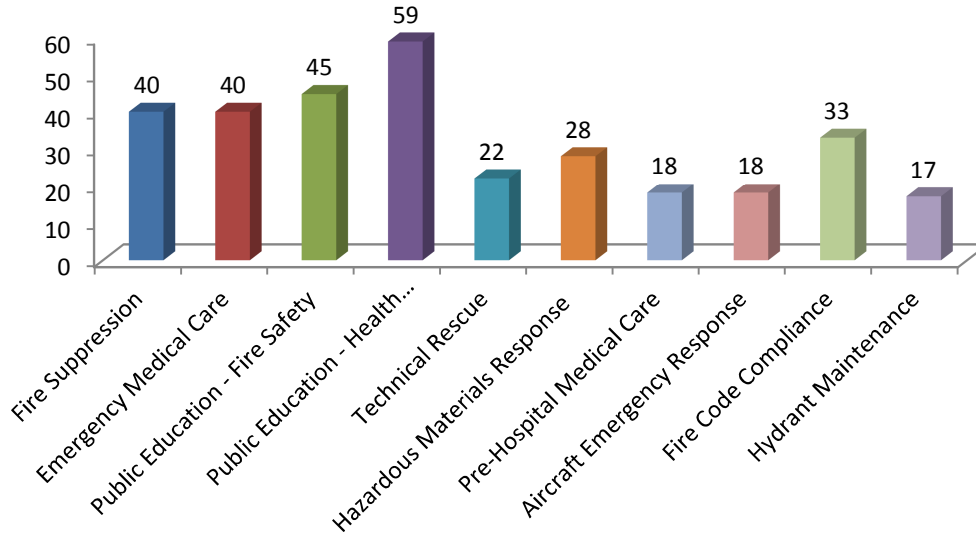
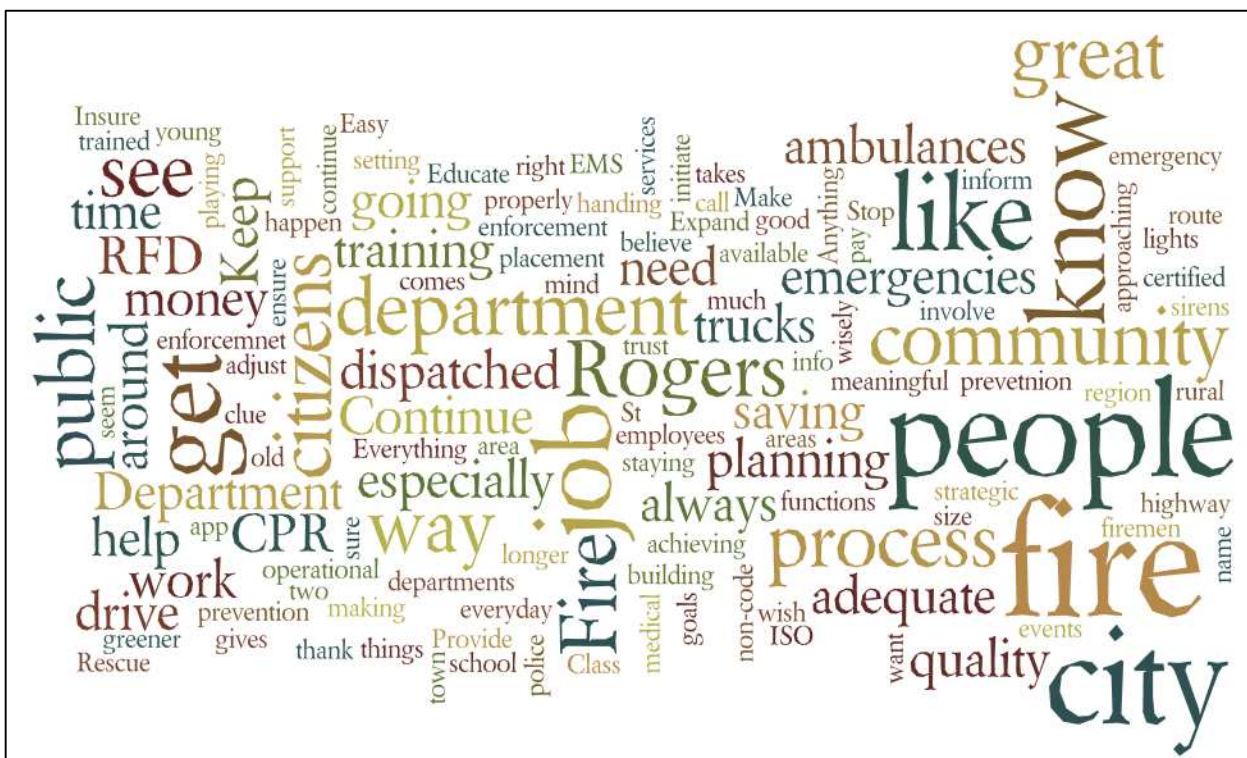


Figure 6 - Question 6 Results (Answered: 85, Skipped: 9)

In addition to the multiple-choice questions on the survey, two written response questions were asked of respondents. Both of these questions attempted to gain “raw” feedback about respondent’s perception of the fire department and solicit ideas to improve the RFD’s service to the city. To better view responses to the question, word clouds were created to see frequently used words and the spectrum of input. The individual comments are available in the appendix of this document.

When responding to the question “What can the fire department do to better serve the city?” 30 responses were recorded (64 respondents skipped this question). Their responses can be seen below in the word cloud. Many of the responses said that the fire department does satisfactory job and they were unable to suggest an area to improve. Of those that had suggestions, the most common included ideas on efficiency, such as fewer apparatus being sent to calls, and more fuel efficient vehicles. Several comments also wanted more public education on CPR, fire safety and what to do if a fire truck is approaching you on the roadway. Regionalism and lowering the Insurance Services Office (ISO) rating were also mentioned.



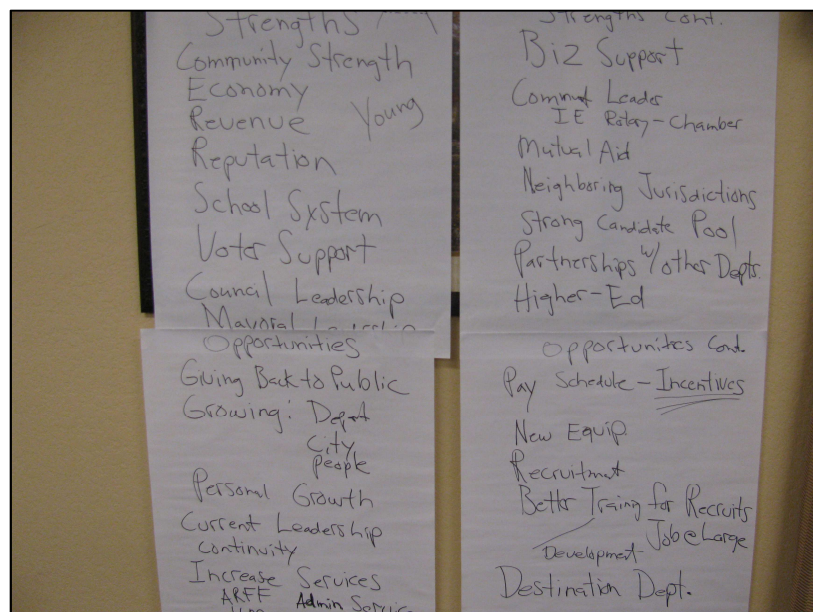
When responding to the question “In a few words, share your perception of the fire department and the services it provides”, 42 responses were recorded (52 respondents skipped the question). These responses were overwhelmingly (95%) positive. Participants in the survey described the department as “great” and many stated it was the best in the state or of all the communities they’ve lived in. Many reflected on interacting with the department in schools and other programs. Members of the department were described as “professional”, “courteous”, “dedicated”, and “reassuring” frequently. Training and progressiveness was also a common theme in the responses. Areas of concern in the comments included sending fire trucks to emergency medical calls and one respondent said the department lacked “professionalism”.

Internal Stakeholder Group Findings

Visits with the internal stakeholder group involved a full-day of reviewing the strategic plan, mission statement, vision statement, and values placed upon the RFD's work. Additionally, the various program areas of the department (as defined by the Center for Public Safety Excellence) were reviewed for strengths, weaknesses, opportunities and threats (SWOT). The session generated a high level of interest and participation by the firefighters in attendance.

The process first reviewed the mission, vision and values of the department. Immediately afterwards, the division chiefs and fire chief delivered current projects and accomplishments within the various program areas of the department. Previous strategic steering sessions showed that some participants were unaware of current department efforts or accomplishments. Updating the participants would seek to equalize knowledge among participants.

Each program area was reviewed in a group setting so that each member was aware of the scope of the program and current initiatives. After being briefed on the subject, the larger group was subdivided into small groups of four to six participants. These small groups were given approximately 15-30 minutes to review the subject areas and conduct a SWOT analysis. Results were then shared with the larger group and recorded.



Mission

The purpose of the Mission is to “anchor” the fire department in its focus and objectives. It helps lay the foundation for the department’s existence and goal-setting. The department’s mission statement was created in 2009 during the original strategic planning session.

Table 8: Rogers Fire Department Mission

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

Vision

The purpose of the RFD’s vision statement is to carve a future for the organization. It can be described as an attempt to forecast the department’s *future* layout, scope, and impact. The department’s vision statement was created in 2009 during the original strategic planning session.

Table 9: Rogers Fire Department Vision

It is the vision of the Rogers Fire Department to be an established authority, nationally-recognized, in every risk-related discipline.

Values

The established values of the RFD are instrumental in prioritizing programs and ideas within the organization. Oftentimes, values can be seen as a way to establish the culture of the department.

Table 10: Rogers Fire Department Values Statements

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.

Programs and Services

The RFD Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 11: Program Areas Reviewed

• Administration	• Fire Prevention/Life Safety
• Emergency Medical Services	• Fire Suppression
• Technical Rescue	• Fire Investigation
• Hazardous Materials	• Public Education
• Aviation Rescue and Firefighting	

Analysis of Program Areas

Program Area	Improvement or Enhancement Idea
Administration	<ol style="list-style-type: none"> 1. Add a maintenance building 2. Consider Station 9 near 16th and Walnut Street 3. Expand the Training Center (Classroom and Storage) 4. Rebuild / Remodel Fire Station 4 5. Create a yearly rotation of maintenance items (recliners, beds, etc) 6. Keep Fire Station 2 and use it as an Annex Building. 7. Find ways to make the fire stations “greener” 8. Add keypad entry access to the Medical Supply Room at Fire Station 1 9. Expand FD Administration area (more offices) 10. Increase station security (key pad entry, FOBs) 11. Expand Fire Station 5 to accommodate Rescue 5 12. Build a facility for reserve apparatus 13. Send out a list of needed repairs each week so personnel know the status 14. Add a breathing air support unit to the fleet 15. Put a quint at Fire Station 4 16. Add career path guidance to existing FD policies 17. Utilize a personnel staffing software for overtime hires, etc 18. Consider variances to uniform replacement 19. Partner with the school system more 20. Add a dedicated FD information technology position 21. Add worker’s compensation and retirement information to the recruit academy 22. Add additional openings to the vacation calendar

	<ul style="list-style-type: none"> 23. Approve overtime for pre-requisites for paramedic school 24. Move toward four-person staffing on fire companies 25. Allow brush trucks to be staffed entirely by the company (remove joint response) 26. Add an extra firefighter to each shift to serve as a “floater” 27. Rewrite recruitment advertisements 28. Find additional opportunities for raises and incentives for firefighters
Emergency Medical Services	<ul style="list-style-type: none"> 1. Medical Supplies: Create a system to restock at hospitals 2. Utilize iPads or notebook computers for field reporting 3. Add keypad access for drug storage at Medical Supply Room 4. Revamp and improve the citywide CPR events 5. Add a fifth ambulance to the city 6. Identify landing zones in each station’s first-due area 7. Update and improve patient contact and refusal forms
Fire Prevention, Fire Investigation and Public Education	<ul style="list-style-type: none"> 1. Add a storm shelter registry 2. Add risk reduction efforts department-wide (ie: install smoke detectors on medical calls, etc) 3. Add pre-incident plans to MDCs 4. Increase efforts for residential fire sprinklers 5. Increase fall prevention efforts 6. Increase efforts to educate the public on what a real medical emergency consists of 7. Add an administrative assistant to the Risk Reduction Division 8. Improve training efforts surrounding inspections 9. Consider a “Safety Town” in the next bond issue 10. Improve efforts at the Frisco Festival to include fire safety-related demonstrations 11. Add national certifications for fire investigators 12. Coordinate rolls with the Rogers Police Department regarding arson investigation 13. Consider establishing a pool of instructors for public education functions 14. Include fire investigations as part of the post incident analysis function
Fire Suppression	<ul style="list-style-type: none"> 1. Add a “door person” to address flow path management at structural fires. 2. Add an aide for the Battalion Chief (Captain rank) 3. Add reserve tools (chains saws, blades, etc) 4. Increase foam application awareness
Training	<ul style="list-style-type: none"> 1. Construct a burn building at the training center

	<ol style="list-style-type: none"> 2. Add pre-incident planning to the trail system 3. Increase recruitment efforts for the Special Operations Team 4. Train more with victim rescue as a focus 5. Increase compensation for the Special Operations Team after completion of training 6. Add a defensive driving course to the department
Technical Rescue	<ol style="list-style-type: none"> 1. Create a backup unit for Rescue 5 2. Add a powered boat for water rescues
Hazardous Materials	<ol style="list-style-type: none"> 1. Add Haz-Mat Technician training to the rookie school curriculum 2. Add basic hazardous materials monitoring capability to all engine companies
Aviation Rescue and Firefighting	<ol style="list-style-type: none"> 1. Replace current ARFF unit 2. Improve communications with tower and incoming units 3. Staff ARFF unit during peak times 4. Add tools and equipment to ARFF unit 5. Add training props and aids to ARFF function



Critical Issues and Service Gaps

After reviewing the RFD's various programs and services, the Command Staff identified primary critical issues and service gaps. These provide a prioritized foundation for the establishment of future goals and objectives in order to improve the department.

Table 16: Critical Issues

Fire Station 8 - Extreme Western Fire/EMS Service	Training Center Multi- Purpose Burn Building Construction	Airport Fire Response Unit Reliability and Replacement	Adequate Paramedic Ambulance Coverage
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Table 17: Service Gaps

Social Media	Communication with Hispanic Community
Use of Technology (ePCR)	Back-Up and Reserve Apparatus for Rescue/Haz-Mat

Strategic Initiatives

The following strategic initiatives were identified to guide the agency in establishing the goals and objectives. These are the same as the original initiatives identified in 2009.

Table 18: Strategic Initiatives

- 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**

Goals and Objectives

Goals and objectives, developed from feedback from the community and internal stakeholders, are essential to allowing the department to achieve its mission and vision. Internal stakeholders, when considering community feedback, provide a reliable source of change for the organization. This information is then discussed and filtered within the leadership of the department and city to identify reasonable goals to support the strategic initiatives and overall plan.

“There is no right way to do the wrong thing.”

James Allen,
Rogers Police Chief (2011-2014)

An important element of this plan is the on-going review and management year to year as budget and political conditions change. The department will continue to produce a yearly strategic steering summary to show accomplished and deferred goals and objectives.

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

Objective 1A	Maintain and enhance current training program and opportunities	
Timeframe	January 2015 – Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Review training records, requests, and feedback annually. • Research and identify required training needed. • Identify and inventory current personnel training gaps. • Identify opportunities to enhance the current training program using outside resources. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes: Manage within fiscal year budget

Objective 1B	Establish an “active shooter” training program that integrates with current MCI policy	
Timeframe	January 2015 – December 2016	
Critical Tasks	<ul style="list-style-type: none"> • Identify external training partners and other training opportunities to establish a pool of RFD instructors for the curriculum. • Integrate operations into law enforcement policy and needs. • Maintain an adequate amount of protective equipment for responders. • Stay abreast of industry best-practices and other changes in this emerging topic. 	
Funding Estimate	Capital Costs: \$25,000 Consumable Costs:	Personnel Costs: Notes: FY15 AFGP Grant Application

Objective 1C	Collaborate with local law enforcement to further implement traffic incident management (TIM) best practices	
Timeframe	July 2015 – December 2015	
Critical Tasks	<ul style="list-style-type: none"> • Prioritize the discussion and implementation of traffic incident management best practices for law enforcement and fire/ems vehicle parking. • Institute on-going training for fire and police academies. • Utilize feedback tools to determine whether the training increases coordination and safety at the traffic incident scene. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 1D	Improve and enhance radio communications hardware to improve coverage, safety, and reliability	
Timeframe	January 2016 – December 2019	
Critical Tasks	<ul style="list-style-type: none"> • Conduct an assessment of current gaps in two-way radio voice communication. • Identify and examine systems and hardware that improve interoperability and voice intelligibility. • Consult and collaborate with other city departments and area municipalities to consider regional solutions. 	
Funding Estimate	Capital Costs: \$3,000,000 Consumable Costs:	Personnel Costs: Notes: 2017 Bond Issue

Objective 1E	Enhance internal department communications	
Timeframe	April 2015 – Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Conduct a survey of communication gaps within the department. • Consider additional meetings or alternative meeting structures to improve flow and information dissemination. • Upgrade newsletter content and layout to better suit department needs. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 1F	Enhance Paramedic training, certification, retention, and community use	
Timeframe	January 2016	
Critical Tasks	<ul style="list-style-type: none"> • Ensure paramedic compensation is meeting market requirements. • Review current efforts to recruit and retain paramedics and consider alternatives. • Analyze current paramedic use, skill retention, and community needs to create service delivery options. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: \$150,000 Notes:

Objective 1G	Establish and fortify inter-agency training relationships	
Timeframe	January 2016	
Critical Tasks	<ul style="list-style-type: none"> • Identify training collaboration opportunities with external agency partners like Northwest Arkansas Community College, local railroad, transportation companies, etc. • Establish on-going dialog with those companies to synergize opportunities for training and facility construction. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Goal 2 Develop our organization to lead the fire service

Objective 2A	Maintain agency accreditation with the Center for Public Safety Excellence and Commission on Accreditation of Ambulance Services	
Timeframe	January 2015 - Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Maintain an awareness of evolving accreditation standards. • Analyze policies, practices and equipment that need improvement or modification to meet industry best practices. • Identify service gaps that negatively impact the department. • Determine and implement any changes needed to maintain accredited status. • Report all departmental changes annually via annual compliance reports (CPSE only). 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 2B	Continue organizational strategic steering sessions each year	
Timeframe	Begin May 2015 – Ongoing each year	
Critical Tasks	<ul style="list-style-type: none"> • Brainstorm areas of strength, weakness, opportunity and threats each year in traditional accreditation model program areas. • Report all findings to administration for further action or recommendation. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 2C	Enhance data collection and performance measurement	
Timeframe	June 2015 – Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Collaborate with the department's various divisions to seek performance measurement gaps. • Review and analyze response data regularly. • Develop a data collection and performance measurement improvement plan. • Improve the current monthly and yearly activity reports to increase the quality of data collected and presented. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Goal 3 Deploy and manage our resources effectively

Objective 3A	Rewrite the City of Rogers Emergency Operations Plan	
Timeframe	January 2015 – December 2015	
Critical Tasks	<ul style="list-style-type: none"> • Update the city EOP to coincide with the county, state, and federal emergency operations plan. • Schedule an introductory meeting and training with the stakeholders. • Maintain the plan to keep it relevant, exercised, and accurate. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 3B	Evaluate call types and appropriate response	
Timeframe	July 2015 – July 2016	
Critical Tasks	<ul style="list-style-type: none"> • Form an internal committee to review all response plans and zones. • Develop an implementation plan to test recommended changes to ensure compatibility with department's mission and vision. • Present findings and recommendations for improvement to the department's administration. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 3C	Improve EMS supervision, quality improvement, and logistics management	
Timeframe	January 2016 – July 2017	
Critical Tasks	<ul style="list-style-type: none"> • Review EMS supervision practices and identify gaps in current EMS service delivery. • Complete a system-wide assessment of improvement areas. • Review similar agency staffing for management of the EMS program. • Institute personnel changes and additions to continuously improve the EMS program. 	
Funding Estimate	Capital Costs: \$50,000 Consumable Costs:	Personnel Costs: \$100,000 Notes:

Objective 3D	Research and develop training options and facilities to meet needs of the present and future	
Timeframe	January 2016 – December 2018	
Critical Tasks	<ul style="list-style-type: none"> • Ensure current facilities, props, and equipment, meet training needs; or revise and procure based on established research and analysis. • Create a plan to keep the training facility useful, relevant, and modern for the next 15+ years. • Construct a multi-purpose, multi-story burn building. • Add additional classroom and training space to the facility. • Conduct an annual analysis of the training facility and maintain a plan for on-going investment and modification. 	
Funding Estimate	Capital Costs: \$2,500,000 Consumable Costs:	Personnel Costs: Notes: 2017 Bond Issue

Objective 3E	Improve the Aviation Fire Rescue program to be compliant with FAA Part 139	
Timeframe	July 2015 – July 2017	
Critical Tasks	<ul style="list-style-type: none"> • Ensure current facilities, equipment, and staffing meet the needs of the aviation community and its stakeholders. • Create a plan to keep Station 3's ARFF program useful, reliable, and maintained. • Replace the current ARFF fire engine. • Consider ARFF training props as part of the next city bond issue. • Conduct an annual analysis of the ARFF program. • Improve radio communications between the airport and responding fire companies. 	
Funding Estimate	Capital Costs: \$750,000 Consumable Costs:	Personnel Costs: Notes: 2017 Bond Issue + Private funding

Objective 3F	Improve interoperability, communications, and training with mutual aid departments	
Timeframe	July 2015 – July 2017	
Critical Tasks	<ul style="list-style-type: none"> • Review current mutual and automatic aid agreements to ensure validity. • Work with neighboring departments on maintaining communication, training, and emergency response policies. • Review opportunities to interface computer-aided dispatch systems (CADS) between PSAPs. 	
Funding Estimate	Capital Costs: \$50,000 Consumable Costs:	Personnel Costs: Notes: CMRS Act 46 Funding

Objective 3G	Open fire stations to improve current distribution and concentration of emergency responses resources	
Timeframe	April 2015 – December 2020	
Critical Tasks	<ul style="list-style-type: none"> • Open new fire station 2. • Remove old fire station 2 from the department inventory. • Open fire station 8 on the city's west side. • Consider renovation or relocation for fire stations 3 and 4. • Review all options as part of the accreditation Standard of Cover process. 	
Funding Estimate	Capital Costs: \$3,500,000 Consumable Costs:	Personnel Costs: Notes: 2017 Bond Issue

Objective 3H	Maintain current facility, apparatus, and staffing plans for the department.	
Timeframe	July 2017 and July 2029	
Critical Tasks	<ul style="list-style-type: none"> • Review all facility, apparatus and staffing plans every three years. • Update and publish the plans for stakeholder feedback and dissemination on the department's website. • Review all items in the plan as part of the accreditation Standard of Cover process. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 3i	Improve and enhance information technology systems within the department.	
Timeframe	January 2016 – Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Review options to improve customer service and support from city IT department. • Consider and evaluate creating an IT position within the fire department to manage PulsePoint, mobile computer, radio systems, etc. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: \$70,000 Notes:

Goal 4 Reach out to our community

Objective 4A	Expand the use of telephone applications for citizen interaction	
Timeframe	January 2015 – Ongoing	
Critical Tasks	<ul style="list-style-type: none"> Continuously monitor opportunities to embrace technology to improve citizen interaction, community awareness, or life safety trends. Annually update the PulsePoint Citizen Responder app to ensure its validity in regard to AED locations and CAD interface. Maintain the PulsePoint AED database as the central registry for AED information for the city of Rogers. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes: CMRS Act 46 Funding Ongoing

Objective 4B	Evaluate the need and funding opportunities for the creation of a “Safety City” for children	
Timeframe	July 2015	
Critical Tasks	<ul style="list-style-type: none"> Form a city, multi-department committee to evaluate the idea. Define methods for funding, maintenance, and use for the project. If applicable, construct the “Safety City” in an accessible and advantageous location within the city. 	
Funding Estimate	Capital Costs: \$2,000,000 Consumable Costs:	Personnel Costs: Notes: 2017 Bond Issue

Objective 4C	Social media and external communication	
Timeframe	January 2015 – Ongoing	
Critical Tasks	<ul style="list-style-type: none"> Identify and review current external communication processes including social media, website use, and media interaction. Analyze feedback from community during stakeholder meetings or as it occurs. Take advantage of opportunities to promote the department’s initiatives and success stories. Continually review and revise all external communication processes. 	
Funding Estimate	Capital Costs: Consumable Costs:	Personnel Costs: Notes:

Objective 4D	Enhance the content and layout of the fire department museum.	
Timeframe	January 2016 – December 2016	
Critical Tasks	<ul style="list-style-type: none"> • Identify current gaps and opportunities to improve the museum using resources from the Rogers Historical Museum and a committee within the fire department. • Consider the use of citizen volunteers for assistance and feedback. • Develop an organized layout and flow for the museum’s visitors. • Incorporate “modern history” into the museum. • Evaluate the opportunity to use technology within the museum to allow for easier updating and rotation of content. 	
Funding Estimate	Capital Costs: \$5000 Consumable Costs: \$1500	Personnel Costs: Notes:

Objective 4E	Research and develop a community paramedicine program	
Timeframe	January 2017 – December 2018	
Critical Tasks	<ul style="list-style-type: none"> • In collaboration with hospitals and other EMS systems, identify gaps in community healthcare. • Identify priorities for fire department involvement in improving healthcare for area citizens. • Develop and deliver training to the appropriate members of the department. • Review systems and processes and revise as needed. 	
Funding Estimate	Capital Costs: \$150,000 Consumable Costs: \$25,000	Personnel Costs: \$35,000 Notes:

Appendix A – Responses from External Stakeholder Survey

A. Responses to “What can the fire department do to better serve the city?”

1. Be out in the community more.
2. Spend their money more wisely. Do you all need Tahoe’s to drive around in? Why can’t you be like some other departments and get more fuel efficient vehicles to drive around in? Become a greener department and make a name for yourselves there also! The new fire station you’re building, is it going to have things to help with saving energy?
3. With medical emergencies, would like to see ambulances sent instead of fire trucks, seems more cost effective and money saving. Would like to see the ambulances dispatched to locations and they get other info. from callers while they are in route and that can be dispatched to them.
4. Don’t send four trucks when two are adequate.
5. Continue to embrace technology.
6. Educate the public more on what RFD does.
7. Making sure the members are compensated for the work that they do.
8. Insure adequate staffing and units available.
9. We need more people to be aware of how to initiate CPR or the process of it. It is very sad especially for young people not to know this process.
10. They are doing a great job as is.
11. I don’t know of anything right now.
12. Let the public know exactly what to do when they see you approaching them on a highway with your lights and sirens on. Most people don’t seem to have a clue.
13. n/a
14. They are doing a great job already ☺
15. Expand to more stations especially to the further rural areas of the city coverage area. Provide quality on the water, fire, rescue, and EMS services to Beaver Lake.
16. Every time we call they always end up on the wrong side of the tracks on E. Easy St. so it takes them longer to get here. Wish there was a way that this doesn’t happen again if we have an emergency again. Other than that we just want to thank you all for what you do in Rogers!
17. Pay their firefighters more.
18. I feel they are doing a fine job as it is. Just continue staying up to date on training.

19. Keep on setting goals and achieving them.
20. Help the city employees get CPR certified.
21. Fire prevention department could use some more man power. The best way to prevent fires are education and proper enforcement. Only have 2 people in the Fire Prevention department does not serve the community of this size effectively. 2 people cannot preform a meaningful fire prevention program to ensure quality fire safety. Would the city only have 2 police officers patrol the city for enforcement everyday?
22. Keeping up with growth of the region by strategic planning and placement assets.
23. Talk to public school so our children know the risk of playing with fire, that way reduce the house fire levels.
24. Keep up the good work!
25. Nothing comes to mind. Everything here has been so much better than our old town.
26. Anything more to involve citizens like the pulsepoint app both gives RFD more interaction with the community and allows properly trained citizens to help in emergencies where response time isn't minimal.
27. Make appearances at schools and other city events where citizens can interact with the firemen, build the trust and inform us of what is going on within the department.
28. Monitor the operational environment and adjust to social, economic and political changes through this formalized planning process. Continue seeking "regionalization" opportunities in operations, training and support functions. Achieve ISO Class 1 Department status.
29. Stop handing out non-code smoke detectors.
30. I believe the Rogers Fire Department serves the City of Rogers very well and there is always room for improvement but it does a great job.

B. Responses to “In a few words, share your perception of the fire department and the services it provides.”

1. Doing great job.
2. Great department. Show the community that you can keep them safe and do things like put up Christmas lights for people, take kids to school in a fire truck or help those people who don't call 911 but just need a good conversation.
3. I think they do an incredible job and wonderful community services. They don't get credit for all they do.
4. They have some great people working for RFD, and do a pretty good job from what I have seen.
5. I've been impressed with what Tom has brought to the RFD. Policy, procedures, etc.
6. The public needs to be more aware on what your fire service does and how to handle emergencies, called 911, etc.
7. Our departments are doing great!
8. Priceless
9. RFD is great! Let's make sure it stays that way. Take care of the members of the RFD.
10. EXCELLENCE! PROFESSIONALISM!
11. They save lives. Simple as that.
12. The firefighters are always professional and very good at their jobs. The v command staff is knowledgeable.
13. They are a fantastic group of people who do a fabulous job!
14. You guys are my heroes and I have the greatest respect and admiration for you and the work you do. Thank you!
15. I have lived in Rogers for almost 20 years, the service that RFD delivers is better than any other place I have ever lived! Thanks for all you do!
16. Good community involvement through school visits and public events.
17. Great service.
18. They are awesome!
19. A great group of people that have the safety of the community in mind.
20. Professional and dedicated.
21. Awesome!

22. It has come a long ways and they have great workers who do a lot for our community and we just love them.
23. Good leadership = good department. Chiefs don't forget where you came from.
24. One of the best in NWA.
25. The RFD is awesome.
26. Fast moving forward and progressive fire department.
27. I have a very positive outlook and appreciation for the fire department. They came when my 3 year old was choking on a quarter and acted quickly, professionally, and reassuringly.
28. The RFD is a great Fire Dept. They are very progressive and make sure they stay on top of training and new procedures to make sure they complete their job affectively. The lack of fire prevention personal will cause future fire risk if proper education and enforcement cannot be properly maintained.
29. Always professional and courteous.
30. I think, out of all NWA fire departments, Rogers does the best across the board. Keep up the good work.
31. Amazing to respond, very kind and fast acting.
32. More education to residents about what to do when emergency vehicles are passing is needed.
33. You guys came and installed free smoke detectors. That was awesome!
34. I am perfectly happy with RFD. I feel safe and comfortable knowing they are just a call away.
35. Avoca volunteer Firefighter, worked with RFD on numerous fires with mutual aid and EMS when NEBCO's busy. RFD guys are polite and professional to citizens and mutual aid departments.
36. I think the Rogers fire department is great!
37. RFD is both professional and well versed in their craft. Since Chief Jenkins has taken the helm the dept. has gained quite the reputation. I look forward to seeing what's next for RFD and continued support for the rural neighbors too.
38. RFD is the FINEST fire department in Arkansas! This is a testament to its officers, firefighters, staff and political support.
39. Why when someone calls say an ambulance do we also get a fire truck? Seems like a huge waste of money. Why when we call 911 is their only concern getting your address rather than trying to diagnose the situation and provide first level assistance? To me makes the department rather wasteful and useless.
40. I believe the City of Rogers has a great Fire Department and covers the City great.