City of Joplin Fire Department

2021 Resource Allocation Study



Canfield Jenkins

& ASSOCIATES LLC

Introduction

Canfield Jenkins and Associates LLC is a regional consulting firm based in Northwest Arkansas with experience in emergency response analysis, strategic planning, emergency dispatch processes, workforce development, officer development and service delivery. Our common sense and prudent approach to complex public safety problems provides the best "bang for the buck" for local governmental entities. Canfield Jenkins and Associates matches the customized needs of each community with professional industry leaders who can assess and help implement timely and realistic solutions.

Tom Jenkins
President
Canfield Jenkins and Associates LLC
4304 West Woodview Dr
Rogers, AR 72758
tom@canfield-jenkins.com
479-202-1251

LETTER OF INTEREST

In response to the Request for Proposal (RFP) from the City of Joplin for Professional Services for the Fire Department Resource Allocation Study, Canfield Jenkins and Associates LLC (CJA) is submitting application materials for consideration. CJA is proposing to facilitate research regarding the Joplin Fire Department's current staffing and fire station allocation, taking into consideration industry best practices and consensus standards. Our methodical and systematic approach will include assessing risk and needs within the community, understanding growth patterns and making recommendations for future service delivery and deployment. The proposal will include an evaluation of best practices, stakeholder engagement and model recommendations. CJA will develop a final report and present it as needed to stakeholders. CJA recognizes that every community and organization is unique and, as such, we are dedicated to understanding the needs and nuances of the City of Joplin.

PURPOSE

The purpose of the work is to determine personnel and resource allocation needs for the Joplin Fire Department to meet the needs of the citizens of Joplin, taking into consideration projected future growth and multiple facets of the department. Included in our work are recommendations on fire station location and resource deployment.

PROCESS

The process will include the following objectives five main tasks:

Task 1. Development of Leadership Team

CJA recommends a Leadership Team be established representing internal stakeholders of the City of Joplin Fire Department. This collaborative team will have regular virtual meetings to help establish priorities, interpret information obtained and provide direction in the final development of the report. The purpose of this team is to ensure responsiveness to the project scope and to develop stakeholder buy-in throughout the development of the report. CJA recommends the team include the Fire Chief (or their designee), a representative of Joplin IAFF Local 59 and a Battalion Chief/Shift Commander. Other team members can be added as desired by the city.

Task 2. Research

CJA will conduct research in a variety of methods, which include:

A. Review and summarize Joplin Fire Department staffing methodology and historical changes.

- Organizational structure
- Shift staffing
- Management and administrative staffing

B. Identify best-practices, innovation and alternative service delivery models that are applicable for the City of Joplin.

C. Conduct stakeholder interviews or focus groups with representatives from the Department, representatives of the International Association of Firefighters Local 59, and Metro Emergency Transport System (METS).

Task 3. Data Analysis and Interpretation

CJA will review the following data sets to help assess risk, current service delivery performance and community baselines:

- Computer aided dispatch system (CADS) reports and data
- National Fire Incident Reporting System (NFIRS) information
- FireCARES data
- Latest Insurance Service Office (ISO) report
- Available geospatial information from the city regarding emergency incidents
- Available geospatial information from the city regarding station locations and response time polygons[1]
- Other agreements, documents and data as made available by the city

[1] This proposal assumes the City of Joplin / Joplin Fire Department can provide GIS support to the CJA team.

Task 4. Recommendation Development

Based on the data analysis and research, CJA will develop recommendations and responses to the elements of the Request for Proposal 2021-RFP-07 as listed in Section 1.3. Specifically, the final report created by CJA will include these elements:

1. Current staffing and deployment recommendations
2. Future staffing and deployment recommendations
3. Current enhanced service delivery recommendations
4. Future enhanced service delivery recommendations
5. Fire station distribution and concentration recommendations
6.

All recommendations made by CJA for the Joplin Fire Department will be as effective and efficient for the community as possible.

Task 5. Final Report and Presentation

CJA will be responsible for a draft report to be reviewed by the Leadership Team, including presentations of the report as determined by the city.

PROJECT TEAM, STRUCTURE AND QUALIFICATIONS

Canfield Jenkins and Associates LLC strives to serve public safety organizations in helping them meet the challenges of governance and improve service delivery. This service takes the form of:

- Consultation on community engagement and strategic planning
- Realistic executive, management and professional development training
- Applied research on issues identified by state and local officials
- Technical support on service delivery and resource allocation

CJA is a small organization that has existed since 2001. CJA delivers approximately three to five projects annually due to its composition. CJA and its principal consultants have a nationally respected and solid history in public safety problem solving. Associates assigned to the Joplin Fire Department project possess the professional knowledge and critical thinking ability to implement, manage and ensure completion of projects.



Tom Jenkins, President of Canfield Jenkins and Associates, will serve as project coordinator. Tom serves as the Fire Chief for the City of Rogers, Arkansas. In that capacity, he is responsible for over 154 career employees in ten different physical locations protecting Arkansas eighth largest city of approximately 80,000 citizens. As fire chief in Rogers, he has been successful in acquiring alternative revenue, opening new fire stations, obtaining dual accreditation for the department and lowering its insurance rating to a Class 1. In 2015, Chief Jenkins was elected to serve on the Board of Directors for the International Association of Fire Chiefs as the Second Vice President of the 12,000-member organization. In 2017, he was elected President and Chairman of the Board for the IAFC. In his capacity as IAFC President, Chief Jenkins was involved in numerous federal and international decisions, including providing testimony to the United States Congress in 2018.

Through Canfield Jenkins and Associates LLC, he has also consulted to various municipalities in four states (MI, MO, OK, AR) to help with equipment acquisition and service delivery models. He has been a principal member of the NFPA 1710 committee since 2011. He has personally assisted in the development of resource deployment methodology and decisions for the cities of Tulsa (OK), Broken Arrow (OK), Catoosa (OK) and several others throughout the multi-state region. He currently serves on the Advisory Board of the National Fallen Firefighters Association and PulsePoint Foundation, as well as the Executive Board of the International Fire Service Training Association. In 2020, he was appointed to the Homeland Security Advisory Council for the US Department of Homeland Security by Secretary Chad Wolf. Tom holds a Bachelor's Degree in Fire Protection and Safety Engineering from Oklahoma State University and a Master's Degree in Public Administration from the University of Oklahoma. He is a credentialed Chief Fire Officer, Chief EMS Officer and a graduate of the National Fire Academy's Executive Fire Officer Program.



Jarett Metheny, CJA Project Manager, will provide expertise in the areas of stakeholder engagement and enhanced service delivery. Jarett will be working closely with the agency during the evaluation process to ensure department characteristics and community needs are incorporated into the final work product. Jarett is a graduate of Oklahoma State University's Fire Protection and Safety Engineering program and a 26-year veteran of the fire service. His career spans two states and three cities, including service as fire chief in the communities of Midwest City (OK), Battlefield (MO), and Ozark (MO). He is a graduate of the National Fire Academy's Executive Fire Officer Program and a credentialed Chief Fire Officer from the Commission on Professional Credentialing. Jarett served in a variety of capacities during his tenure with the Midwest City Fire Department, working his way to Chief in 2013. He retired from Midwest City in 2015 after twenty years of service. Jarett has experience as a full-time tenure track professor for Oklahoma State University, a position he held until his appointment as the Fire Chief for the Battlefield Fire Protection District in 2018. In 2020, Chief Metheny accepted the fire chief's position with the Ozark Fire Protection District. Jarett serves as the Program Coordinator for Drury University's Public Service and Safety Leadership Master's Degree Program and will complete his PhD in Fire and Emergency Management Administration from Oklahoma State University later this year.

Vicki Atchley, CJA Project Associate, will provide expertise in the area of dispatch operations and geospatial analysis for station locations. A 27-year veteran of public safety communications and emergency deployment analysis, Vicki currently serves as the Director of the Northeast Oklahoma E911 Trust Authority in Claremore, Oklahoma. She has previous experience in E911 and emergency dispatch administration in multiple counties and three states. She has a Bachelor's Degree in Criminal Justice from Northeastern State University in Tahlequah, Oklahoma.

Other CJA professional staff will be utilized as required as the project is developed. All staff involvement will be approved by the City of Joplin.

RECENT SIMILAR PROJECTS COMPLETED BY ASSOCIATES

Ozark Fire Protection District Strategic Plan and Deployment Analysis (2020)
Lawrence Douglas County Fire Medical EMS Deployment Analysis (2020)[2]

Individually, both Tom Jenkins and Jarett Metheny have completed similar projects in other capacities including the authorship of standard of cover documents, the location and relocation of fire stations and the distribution and analysis of human resource needs for fire department deployment.

BUDGET

The budget for this project is inclusive of costs associated with the consultants assigned, retainers for elements of the report, travel and all costs. The total project cost shall not exceed $37,500. The billing for this project shall occur at project milestones as outlined in the process.

TIMELINE

According to the timeline provided in Section 1.5.1 of the RFP, CJA would anticipate beginning work on March 16, 2021. The following timeline elements are estimates and subject to change:

Task 1 - March 16 to March 26
Task 2 - March 29 to April 30
Task 3 - May 3 to May 28
Task 4 - May 31 to June 30
Task 5 - To be scheduled after June 30

[2] Working for Wichita State University under contract

REFERENCES

Susie Ballard
Ozark Fire Protection District (MO)
Project: Strategic Plan and Station Location Analysis
(417) 724-5105
sballard21@hotmail.com

Tom Fagan
Division Chief
Lawrence Douglas County Fire Medical (KS)
Project: EMS Deployment Analysis with Douglas County
(816) 260-5122
tfagan@lawrenceks.org

Mike Wood
Fire Chief
Sand Springs Fire Department (OK)
Project: Fire Station Location Analysis (Two Facilities)
(918) 639-6947
mgwood@sandspringsok.org

Lori Moore
President
International Public Safety Data Institute
Project: Previous work on FireCARES and National Fire Operations Reporting System
(202) 549-5080
lori@i-psdi.org

RFP COMPLIANCE CHECKLIST

RFP REQUIREMENT	RFP REFERENCE	PROPOSAL REFERENCE / SECTION
"CONSULTANT SHALL COLLABORATE WITH THE EMPLOYEES OF THE CITY OF JOPLIN TO EVALUATE..."	1.3 STUDY REQUIREMENTS, PAGE 2	PROCESS, TASK #1
"SPECIFIC AREAS OF INTEREST INCLUDE, BUT ARE NOT LIMITED TO..."	1.3 STUDY REQUIREMENTS, PAGE 2	PROCESS, TASK #4
"FINAL REPORT WILL BE PRESENTED TO CITY COUNCIL BY CONSULTANT AND TO ONE ADDITIONAL GROUP AS REQUIRED BY THE CITY."	1.3 STUDY REQUIREMENTS, PAGE 3	PROCESS, TASK #5
"PROPOSAL MUST DETAIL HOW THE CONSULTANT WILL PROVIDE THE SCOPE OF SERVICES REQUIRED BY THE RFP AND THE COST OF PROVIDING THOSE SERVICES."	1.4 CONTENT REQUIREMENTS, PAGE 3	PROCESS, TASKS #1-#5 AND BUDGET SECTION
COMPANY PROFILE	1.4.1 COMPANY PROFILE	INTRODUCTION
ORGANIZATIONAL STRUCTURE	1.4.2 ORGANIZATIONAL STRUCTURE	PROJECT TEAM, STRUCTURE AND QUALIFICATIONS
KEY STAFF RESUMES	1.4.3 KEY STAFF RESUMES	ADDENDUM - RESUMES
EXPERIENCE AND QUALIFICATIONS	1.4.4 EXPERIENCE AND QUALIFICATIONS	RECENT SIMILAR PROJECTS AND PROJECT TEAM BIOGRAPHIES
REFERENCES	1.4.5 REFERENCES	REFERENCES
TIMELINE	1.4.6 TIMELINE TO COMPLETE STUDY	TIMELINE

ADDENDUMS

- Resumes

Thomas Canfield Jenkins V

January 2021

Work Address
201 North 1st Street
Rogers, AR 72756
(479) 621-1179
tjenkins@rogersar.gov

Home Address
4304 West Woodview Drive
Rogers, AR 72758
(479) 644-5040
jenkinstomc@gmail.com

PROFESSIONAL EXPERIENCE

Fire Chief — March 2009-Present
City of Rogers Fire Department — *Rogers, AR*

- Responsible for strategic planning, budgeting, personnel management, resource deployment, and overall coordination and leadership of an eight station department overseeing 154 career personnel.
- Led and managed an effort to secure accredited status with the Center for Public Safety Excellence in 2011, and with the Commission on Accreditation of Ambulance Services in 2012. The Department has been consistently accredited by these Commissions on regular cycles since the original accreditations becoming the first in the state and one of very few in the country to attain this achievement.
- Completed a comprehensive fleet assessment and replacement program resulting in the purchase and customized design of nearly thirty new apparatus, including an ARFF unit, ten pumpers, three ladders, two heavy rescues, ten ambulances, three brush pumpers, two all-terrain units and two boats.
- Developed and led a technical rescue and hazardous materials team and improved capacity, organization, and training for these specialized disciplines with regional coordination throughout the metropolitan area. This effort included a dive rescue function in coordination with local county law enforcement and an aerial rescue component with the National Guard and their UH-60 "Blackhawk" helicopters.
- Increased revenue from emergency medical responses by over 50% in three years through progressive billing and collection strategies.
- Reduced emergency response time compliance by 25% (turnout/reaction time) through systematic improvements in alerting processes and situational awareness devices.
- Organized the management and construction of six capital facilities for the Department, including three fire stations (Stations 2, 5 and 8) and the training center campus which includes a classroom building, conference center and five-story burn building.
- Crafted and overhauled civil service commission regulations in compliance with federal and state regulations.
- Implemented a new compensation and certification strategy, resulting in improved recruitment and retention of firefighters.
- Composed and was awarded over $5 million dollars in grants and alternative funding for staffing and additional capital equipment projects.
- Successfully reduced the department's Public Protection Classification from the Insurance Service Office from a Class 3 to a Class 1 and have since maintained the rating.
- Managed the consolidation of the city's Building Inspection Department into the Fire Department's existing Fire Prevention Division, drastically improving customer service while increasing the efficiency of both organizational elements.
- Created and implemented initiatives for EMS resource management, including low acuity ambulance transportation and EMS delivery alternatives.

Special Government Employee, Homeland Security Advisory Council November 2020 – Present
US Department of Homeland Security *Washington, DC*

- Appointed by Homeland Security Secretary (Acting) Chad Wolf under the designation of Police, Fire, Emergency Medical Services and Public Works.

President and Chairman of the Board July 2017 – August 2018
International Association of Fire Chiefs *Fairfax, VA*

- Elected by the 15,000 members of the organization representing leaders of fire departments across the world.
- Provided guidance and input to the development and dissemination of the National Mutual Aid System.
- Established a Leadership Summit with the associations various committees, divisions and sections to enhance communication and develop a joint vision and strategic plan.
- Created an Urban Search and Rescue committee to serve as a clearinghouse for issues relating to the 28 FEMA Type I teams.
- Established the Arabian Gulf Fire Council and conducted the first international conference in the Kingdom of Bahrain.
- Facilitated the sell and move of the association's headquarters office building.

President December 2011-Present
Canfield Jenkins and Associates, LLC *Rogers, AR*

- Provided deployment, training and leadership consultation to a wide variety of entities seeking to improve service delivery. Customers include: Ozark Fire District (MO), Wichita State University, Lawrence/Douglas County Fire and Medical Department (KS), Catoosa Fire Department (OK), Northeast Benton County Fire District (AR), Pea Ridge Fire Department (AR), Okmulgee Fire Department (OK), Branson Fire Department (MO), Port Huron Fire Department (MI), Fort Gratiot Township Fire Department (MI), PulsePoint Foundation (CA).

Adjunct Professor August 2020-Present
Drury University *Springfield, MO*

- Course professor for the *Strategic Planning and Evaluation and Human Resource Management* upper division courses for the Master's Program in Public Service and Safety Leadership.
- Established curriculum for associated classes.

Adjunct Professor August 2011-May 2020
Northwest Arkansas Community College *Bentonville, AR*

- Course professor for the *Fire Service Hydraulics, Fire Suppression Tactics,* and *Fire Service Administration* lower division classes.
- Revised curriculum for practical education and adherence to the FESHE model.

Adjunct Professor August 2011-December 2012
Oklahoma State University *Stillwater, OK*

- Course professor for the "Local Government Issues in the Fire Service" upper division course.
- Selected as professional representative for ABET accreditation process (2012).
- Participated in the Industrial Advisory Board for the Fire Protection and Safety Engineering Technology Bachelors of Science degree to review curriculum and graduation requirements.

Deputy Fire Chief — May 2004-March 2009
City of Sand Springs — *Sand Springs, OK*

- Responsible for incident command and control, company supervision, personnel management and resource allocation for a department consisting of 36 career firefighters.
- Directed company training and development of various training programs that included company officer development, the probationary fire academy, driver and pumper operator school, and incident strategy and tactics.
- Served on the city's collective bargaining committee with the IAFF Local 2173 obtaining successful contracts with arbitration or mediation for fiscal years 2006-2009.
- Created a wellness and fitness policy in conjunction with the IAFF Local 2173 that mandated annual physicals and daily workout requirements for all members.
- Established a comprehensive river rescue policy involving coordination from four fire departments, the Sheriff's office, and the Tulsa Police Aviation Unit.

Adjunct Instructor — August 2007-May 2008
Tulsa Community College — *Tulsa, OK*

Field Instructor & Curriculum Developer — January 2004-January 2007
Oklahoma Fire Service Training — *Stillwater, OK*

Consultant — May 2003-December 2008
Firemark Consulting Services — *Broken Arrow, OK*

Field Applicant Liaison — May 2000-May 2004
State of Oklahoma – Department of Emergency Management — *Oklahoma City, OK*

Firefighter, Company Officer, Deputy Fire Chief — July 2000-October 2006
Oak Grove Fire Protection District — *Catoosa, OK*

Firefighter — February 1998-July 2000
Rolling Hills Fire Protection District — *Tulsa, OK*

EDUCATION

Masters of Science: Public Administration with emphasis in Public Management — 2006-2008
University of Oklahoma — *Norman, OK*

Executive Fire Officer Program — 2003-2007
National Fire Academy — *Emmitsburg, MD*

Bachelor of Science: Fire Protection and Safety Engineering — 2000-2004
Oklahoma State University — *Stillwater, OK*

PROFESSIONAL CERTIFICATIONS AND CREDENTIALING

Situational Leadership II Qualified Instructor — 2015
Ken Blanchard & Companies

Leadership Development Studies Program Certified Instructor — 2014
Phi Theta Kappa

Leadership Development Programs Certified Facilitator — 2014
International Public Safety Leadership and Ethics Institute

Chief Emergency Medical Services Officer Designation — 2011
Commission on Professional Credentialing – Center for Public Safety Excellence

Chief Fire Officer Designation — 2010
Commission on Professional Credentialing – Center for Public Safety Excellence

Incident Safety Officer Certification — 2010
Fire Department Safety Officers Association

Hazardous Materials Technician Certification — 2004
Oklahoma State University & Arkansas Department of Emergency Management

EMT-Basic Certification — 2004
National Registry of Emergency Medical Technicians / Tulsa Community College

Fire Inspector I Certification — 2003
Oklahoma State University

Fire Instructor I Certification — 2001
Oklahoma State University

Certified Emergency Manager — 2001
Oklahoma Emergency Management Association

Firefighter II Certification — 1999
Oklahoma State University

PROFESSIONAL DEVELOPMENT

Commissioned by the NFPA Responder Forum — November 2017
National Fire Protection Association — *Quincy, MA*

Blackboard 9.1 Certification for Face-to-Face Instructors — August 2012
Northwest Arkansas Community College — *Bentonville, AR*

Resuscitation Academy — May 2011
Seattle / King County Medic One — *Seattle, WA*

Advanced Emergency Medical Dispatcher — July 2009
National Academy of Emergency Medical Dispatch — *Salt Lake City, UT*

Federal Emergency Management Agency

Integrated Public Alert and Warning System (IS-247) — August 2018
ICS-700 National Incident Management System – An Introduction — October 2011
ICS-300 Intermediate Incident Command System for Expanding Incidents — September 2007
ICS-400 Advanced Incident Command System — September 2007
Computer Aided Management of Emergency Operations (CAMEO) — January 2007
ICS-800 National Response Plan — August 2006
ICS-100 Introduction to the Incident Command System — August 2006
ICS-200 ICS for Single Resources and Initial Action Incidents — August 2006
Introduction to Mitigation (IS-393) — January 2001

Mitigation for Homeowners (IS-394)	November 2001
Basic Incident Command System (IS-195)	November 2000
Mitigation for Emergency Managers	August 2000
Hazardous Materials for Medical Personnel (IS-346)	July 2000
Disaster Response	June 2000
Radiological Emergency Response (IS-301)	April 2000
Emergency Preparedness, USA (IS-2)	July 1999
Building for the Earthquakes of Tomorrow (IS-8)	August 1999
EOC Management and Operations (IS-275)	November 1999
Radiological Emergency Management (IS-3)	July 1999

National Fire Academy

NFIRS 5.0 Self-Study Program (Q-494)	July 2010
Executive Leadership	June 2006
Leading Community Risk Reduction	July 2004
Executive Development	August 2003
Strategy and Tactics for Initial Company Operations	October 2003
Community Safety Educators Self-Student	August 2002
Command & Control of Fire Department Operations at Multi-Alarm Incidents	May 2002
Leadership I Strategies for Company Success	October 2001
Leadership II Strategies for Personal Success	October 2001
Leadership III Strategies for Supervisory Success	October 2001
Managing Company Tactical Operations: Decision Making	January 2001
Fire Service Supervision	October 2000
Building Construction: Noncombustible and Fire Resistive	May 2000
Firefighter Safety and Survival: The Company Officer's Responsibility	April 1998

TEACHING EXPERIENCE AND APPOINTMENTS

Adjunct Faculty — 2020-Current
Public Safety and Service Leadership Master's Degree Program
PSSL 610 (Strategic Planning and Evaluation), PSSL 620 (Human Resource Management), PSSL 630 (Effective Project Management)
Drury University (MO)

Facilitator — 2014-Current
Situational Leadership II
Ken Blanchard & Companies

Instructor — 2014-Current
Leadership Development Studies Program
Phi Theta Kappa International Honor Society

Adjunct Faculty — 2011-Current
Fire Protection and Safety Engineering Technology (BS)
FPST 4153 (Issues in Local Government and Fire Service)
Oklahoma State University

Adjunct Faculty 2011-Current
Fire Science Administration and Technology (AAS)
FIRE 1013 (Fire Tactics), FIRE 2053 (Hydraulics), FIRE 2023 (Fire Service Administration)
Northwest Arkansas Community College

Adjunct Faculty 2008
Emergency Responder Administration (BT)
ERA 3133 (Strategic Planning and Risk Analysis)
Oklahoma State University – Oklahoma City

Adjunct Faculty 2007-2008
Fire and Emergency Services (AA)
FES 1333 (Fire Service Hydraulics)
Tulsa Community College

Adjunct Faculty 2003-2007
National Fire Academy
National Emergency Training Center

Instructor 2003-2009
Fire Service Training
Instructor I & II, Fire Officer I & II, and Technical Rescue Curriculum
Oklahoma State University

RESEARCH EXPERIENCE

Subject Matter Expert to the National Development and Research Institutes, Inc for "*Preparing for the Next Spike: Impact and Response of the COVID-19 Pandemic*" funded by FEMA Research Grant EMW-2019-FP-00460, CFDA #97.044, Project #663

Subject Matter Expert to the National Development and Research Institutes, Inc for "*Development and Testing of the Fire Service Drinking Toolkit*" funded by FEMA Research Grant EMW-2018-FP-00593, CFDA #97.044, Project #859

Subject Matter Expert to the National Development and Research Institutes, Inc for "*Bullying, Harassment and Resilience in the Fire Service*" funded by FEMA Research Grant EMW-2016-FP-00806, CFDA #97.044, Project #658

Subject Matter Expert to the National Development and Research Institutes, Inc for "*Health and Wellness of Women Firefighters*" funded by FEMA Research Grant EMW-2015-FP-00848, CFDA #97.044, Project #653

Jenkins, Tom. *Changing When We Work: Is 48/96 Right for the Sand Springs Fire Department.* Executive Fire Officer Program Applied Research Project. National Fire Academy. 2006

Jenkins, Tom. *Knowing Your Enemy – The Target Hazards of Sand Springs, Oklahoma.* Executive Fire Officer Program Applied Research Project. National Fire Academy. 2005

Jenkins, Tom. *Damage Assessment – Preparing for the Worst in Sand Springs, Oklahoma.* Executive Fire Officer Program Applied Research Project. National Fire Academy. 2005

Jenkins, Tom. *Regional Mutual Aid and Coordination for the Tulsa Metropolitan Area.* Executive Fire Officer Program Applied Research Project. National Fire Academy. 2004

PUBLICATIONS

Fire Engineering Magazine, "Lessons Learned: SARS-CoV-2 and the Fire/EMS Profession", January 2021 https://www.fireengineering.com/2021/01/08/498169/lessons-learned-sars-cov-2-and-the-fire-ems-profession

Pass It On 3: Making Good Progress, "Beyond the Certificates", Fire Engineering Books and Videos, 2020.

Fire Engineering Magazine Supplement, "Accreditation: Your Career Path to Success", August 2017.

Fire Chief Magazine – Digital Edition, "The No. 1 issue in building a fire station? Location." Summer 2017, Volume 3, No. 2. http://publications.firerescue1.com/2017/Fire-Chief-Digital-Edition-Summer-2017.pdf (p. 16-17)

Firehouse Magazine, "Mentoring the Next Generation of Leaders" September 2016.

Fire and Emergency Services Self-Assessment Manual. Center for Public Safety Excellence, August 2015 (Criterion 5D, 5G, 5H).

Refining Next Gen Leaders: Nurturing Leadership Through Mentoring, 2nd Edition. Center for Public Safety Excellence, 2015.

Firehouse Magazine Supplement, "Credentialing: Your Career Path to Success", Winter 2015.

Speaking of Fire Magazine, Fire Protection Publications, "Building Meaningful Community Relationships", Spring 2014. https://www.ifsta.org/sites/default/files/Spring2014SOFWeb.pdf

Speaking of Fire Magazine, Fire Protection Publications, "Bringing Science to the Streets", Winter 2014. https://www.ifsta.org/sites/default/files/Winter2014SOFWeb.pdf

FirefighterNation.com online magazine, "Developing Firefighters with Both Street Smarts and Book Smarts", January 2, 2014. https://www.firefighternation.com/2014/10/17/developing-firefighters-with-both-street-smarts-and-book-smarts/

Center for Public Safety Excellence Monthly Newsletter, Volume 8-1, Question of the Month Respondent, January 2014.
http://publicsafetyexcellence.org/portals/0/NewsletterJanuary2014/newsletter.htm

FirefighterNation.com online magazine, "A Hybrid Approach to Training New Members", July 21, 2013.https://www.firefighternation.com/2013/07/21/a-hybrid-approach-to-training-new-members/

FirefighterNation.com online magazine, "Making Your Agency Transparent", February 22, 2013. http://www.firefighternation.com/article/management-and-leadership/making-your-agency-transparent

Fire Rescue Magazine, "Smarter, Faster, Safer", November 2012 (Emerging Leaders Column).

FirefighterNation.com online magazine, "Regional Collaboration in the Fire Service", November 14, 2012. https://www.firefighternation.com/2012/11/14/regional-collaboration-in-the-fire-service/

FirefighterNation.com online magazine, "Using Technology to Reduce Response Times", September 22, 2012.
https://firerescuemagazine.firefighternation.com/2012/09/22/using-technology-to-reduce-response-times/

Fire Chief Magazine Online, "Take After Steve Jobs – Think Differently", July 2012.
http://firechief.com/blog/take-after-steve-jobs-think-differently

Fire Chief Magazine, "Data 201: Time to Expand Our Performance Measurement Efforts", Submitted with Publish Date TBD.
Fire Chief Magazine, "Navigating Through a Challenging Environment", August 2011 (p.14).

Cengage Learning, "Firefighter's Handbook", Chapter 3 (Incident Command) and Chapter 19 (Coordinated Fire Suppression).

"Continually Improving in a Challenging Environment", Center for Public Safety Excellence: Navigation Through A Challenging Environment: Special to Fire Chief Magazine, July 2011.

HONORS AND AWARDS

Firefighter Safety and Risk Management Award *Lexipol, Inc.*	January 2019 *Irvine, CA*
Recognition by the Minister of the Interior *Kingdom of Bahrain*	April 2018 *Manama, Bahrain*
Recognition by Resolution 265-34 *Island of Guam 34th Legislature*	October 2017 *Hagåtña, Guam*
Leadership Recognition Award for IAFC Cohort 5 *Saudi Aramco / IAFC Fellowship Program*	May 2017 Fairfax, VA
Patriotic Employer Award *Office of the Secretary of Defense*	June 2016 *Washington, DC*
Unit Citation – 2015 Water Rescue Incident *Rogers Fire Department*	December 2015 *Rogers, AR*

Certificate of Appreciation – OEFOLP Cohort Participation — February 2014
Oklahoma Fire Service Training — *Stillwater, OK*

Employee of the Year — December 2008
City of Sand Springs — *Sand Springs, OK*

Pi Alpha Alpha Member (Honor Society for Public Affairs and Administration) — May 2008
University of Oklahoma — *Norman, OK*

Walter F. Scheffer Scholarship Recipient — September 2007
University of Oklahoma — *Norman, OK*
Firefighter of the Year — October 2007
Sand Springs Fire Department — *Sand Springs, OK*

Outstanding Service Recognition — May 2006
City of Sand Springs — *Sand Springs, OK*

Honorary Kentucky Colonel — May 2005
Governor of Kentucky — *Louisville, KY*

Harry S. Truman Fellow — April 2003
Harry S. Truman Foundation — *Independence, MO*

Firefighter of the Year — December 2003
Oak Grove Fire Protection District — *Catoosa, OK*

Educational Scholarship Recipient — 2003
International Association of Fire Chiefs Foundation — *Fairfax, VA*

Educational Scholarship Recipient — 2002
International Association of Fire Chiefs Foundation — *Fairfax, VA*

PROFESSIONAL MEMBERSHIPS

National Fire-Based EMS Advocate — 2014-Present

National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments — 2011-Present

Institute of Fire Engineers — 2010-Present

National Fire Protection Association (NFPA) 1091: Standard for Traffic Control Incident Management Professional Qualifications — 2010-Present

Arkansas Fire Chiefs Association — 2009-Present

International Association of Fire Chiefs — 2009-Present

Northwest Arkansas Metro Fire Chiefs Association — 2009-Present

Oklahoma Fire Chiefs Association — 2002-2009

MAJOR PRESENTATIONS

2020 – "The Things I Learned as Fire Chief: Ten Years Later", Fire Rescue International: Virtual

2020 – "PulsePoint: Engaging Your Community", Fire Rescue International: Virtual

2020 – Podcast Panelist – "COVID19 Episode 3 – Arkansas, Alabama, California" by Community Risk Reduction Radio: Online Podcast

2020 – Keynote Speaker – "The Future of the Fire Service", Missouri Fire Chiefs Association Annual Convention: Branson, MO

2019 - Keynote Speaker - "The Real Fires of the Fire Service", Oklahoma State University Ethics and Reputation Management Workshop: Tulsa, OK

2019 - Keynote Speaker - "The People You Meet as Fire Chief", Montana State Fire Chiefs Association Conference: Anaconda, MT

2019 – "The Influence of Leadership", Fire Rescue International: Atlanta, GA

2019 – Panelist – "Sofa Chat: Planning for the Big Picture", Arkansas Interoperable Communications Conference: Little Rock, AR

2019 – Keynote Speaker – "The Future of Fire-based EMS", Fire Rescue Med Conference: Henderson, NV

2019 – Keynote Speaker – Des Moines Area Fire Conference: Des Moines, IA

2019 – Online Panelist – "Leading a Data Driven Fire Department", Center for Public Safety Excellence: Online Webinar

2019 – Keynote Speaker – General Session, Washington State Fire Chiefs Association Conference: Kennewick, WA

2019 – Online Panelist – "Good Ideas for Safe Cities: The Data Driven Fire Department", Mayors Innovation Project: Online Webinar

2019 – "Leadership from Back to Front, Battling the Real Fires of the Fire Service", Mohave County Fire Officers Association Conference: Laughlin, NV

2019 – "Fire Service Leadership: Administration and Command", 17th Annual Harry S. Truman Legacy Symposium: Key West, FL

2019 – "Partnerships in Community Risk Reduction", Community Risk Reduction Leadership Conference: Reno, NV

2019 – "Accreditation and Ethics", Center for Public Safety Excellence Conference: Anaheim, CA

2019 – Keynote Speaker "Credentialing in the Fire Service", International Fire Service Accreditation Congress Spring Convention: Oklahoma City, OK

2019 – Keynote Speaker, Oklahoma City Fire Department Fire Academy Graduation: Oklahoma City, OK

2019 – Podcast Panelist – "CRR Around the Globe with Chief Tom Jenkins" by Community Risk Reduction Radio: Online Podcast

2018 – Keynote Speaker "Defending Our Delivery Model", Fire Chiefs Leadership Seminar – California League of Cities: San Francisco, CA

2018 – Keynote Speaker, Southwest Division of IAFC Annual Meeting and Business Dinner: Fayetteville, AR

2018 – "Next Generation Leadership", Southwest Division of IAFC Convention: Fayetteville, AR

2018 – "Battling Firefighter Cancer", Iowa Fire Chiefs Association: Cedar Rapids, IA

2018 – "Harnessing Technology to Engage Elected Officials", Fire Rescue International: Dallas, TX

2018 – Keynote Speaker – General Session, Fire Rescue International: Dallas, TX

2018 – Keynote Speaker "The Leadership Challenge", Michigan Association of Fire Chiefs: Traverse City, MI

2018 – Keynote Speaker "The People You Meet as Fire Chief", Wisconsin State Fire Chiefs Association: The Dells, WI

2018 – Keynote Speaker "Leadership in Building Safety", Safer Building Coalition Conference: Las Vegas, NV
2018 – Keynote Speaker "The Role of the IAFC in Wildfire Preparedness", Western Fire Chiefs Association Wildfire Summit: Sisters, OR

2018 – Keynote Speaker "Making Teams Work", International Fire Operations Conference: Manama, Bahrain

2018 – Keynote Speaker "The American Fire Service", Maryland Fire Rescue Institute Staff and Command School: Towson, MD

2018 – Keynote Speaker "Wildfire: The Modern Fire Problem" Opening Address, Wildland Urban Interface Conference: Reno, NV

2018 – Keynote Speaker "The Things a Fire Chief Needs from Company Officers", Company Officer Leadership Program: Orlando, FL

2018 – Panelist "The Changing Role of Public Safety", Arkansas Municipal League Winter Conference: Fort Smith, AR

2017 – Keynote Speaker, "Battling Firefighter Cancer", Western Pacific Islands Fire Chiefs Association Annual Conference: Guam

2017 – Keynote Speaker, Winston-Salem Fire Department Fire Academy Graduation: Winston-Salem, NC

2017 – Keynote Speaker, The People You Meet As Fire Chief", Indiana Emergency Response Conference: Indianapolis, IN

2017 – Keynote Presentation "Chief Chat: My Friend Mandy", Fire Rescue International Conference: Charlotte, NC

2017 – Keynote Presentation "Chief Officer Leadership: The People You Meet As Fire Chief", Ontario Association of Fire Chiefs Annual Conference: Toronto, Ontario, Canada

2017 – Podcast Panelist – "CRR, ISO and CPSE in Rogers, Arkansas" by Community Risk Reduction Radio: Online Podcast

2017 – "Defending Our Delivery Model", Oklahoma State Fire School: Tulsa, OK

2017 – Panel Participant, Oklahoma State University Annual Research Week: Stillwater, OK

2016 – Keynote Speaker, Kingman Fire Department Promotional and Awards Ceremony: Kingman, AZ

2016 – Keynote Presentation "Chief Officer Leadership: The People You Meet As Fire Chief", Ontario Association of Fire Chiefs Midterm Meetings: Niagara Falls, Ontario, Canada

2016 – Keynote Speaker, Oklahoma State University Fire Protection Society Installation Ceremony: Stillwater, OK

2016 – Keynote Speaker, Stillwater Fire Department Promotional Ceremony: Stillwater, OK

2016 – "The People You Meet in the Fire Department", Branson Fire Leadership Day: Branson, MO

2016 – "Bringing Community Risk Reduction to the Streets", Executive Fire Officer Research Symposium: Emmitsburg, MD

2016 – "The People You Meet as Fire Chief", Fire Rescue International: San Antonio, TX

2016 – "Next Generation Leadership", Idaho Fire Chiefs Association Annual Conference: Sun Valley, ID

2016 – "Establishing the Accreditation Culture", Center for Public Safety Excellence Conference: Orlando, FL

2015 – "What Fire Chiefs Need from Company Officers", Branson Fire Leadership Day: Branson, MO

2015 – "Making the Grade: Performance Measurement on the Incident Scene", Center for Public Safety Excellence Webinar Online

2015 – "Fire Service Leadership 2.0", Southwest Division of the International Association of Fire Chiefs Conference: New Orleans, LA

2015 – "Preparedness and Field Management", Improving Critical and Acute Care Through Regional Education (ICARE) Conference: UAMS College of Medicine, Rogers, AR

2015 – "Making the Grade: Performance Measurement on the Incident Scene", Center for Public Safety Excellence Conference: Orlando, FL

2014 – Keynote Speaker, Springfield Fire Department Graduation Ceremony: Springfield, MO

2014 – "Resource Deployment: Defending Our Delivery Model", Fire Rescue International: Dallas, TX

2014 – "Paralysis from Analysis – Staying out of the Accreditation Rut", Center for Public Safety Excellence Conference: Las Vegas, NV

2013 – "Calm not Calamity: Be Ready for These Tough Questions from your Mayor or City Manager", Fire Rescue International: Chicago, IL

2013 – "Planting the Seed: How to Grow Innovation in your Department", Fire Rescue International: Chicago, IL

2013 – "The Things I Wished I Would have Known before Becoming Fire Chief", Arkansas State Fire Chiefs Conference: Hot Springs, AR

2013 – "Getting out of Your Comfort Zone: Measuring and Improving", Center for Public Safety Excellence Conference: Las Vegas, NV

2012 – "Success tips for chief officers", Arkansas State Fire Chiefs Conference: Hot Springs, AR

2012 – Keynote Speaker, Oklahoma State Fire School: Oklahoma City, OK

2012 – "The Three T's of Success", Fraternal Order of Leatherheads Society: Tulsa, OK

2011 – "The Things I Wished I Would have Known before Becoming Fire Chief", Fire Rescue International: Atlanta, GA

2009 – Keynote Speaker, Arkansas Fire Academy Graduation: Camden, AR

LEADERSHIP

Vice President, International Fire Service Research Center and Policy Institute	2020-Present
Organizer and Facilitator Northwest Arkansas COVID-19 Task Force	2020-Present
Advisory Board Member, National Fallen Firefighters Foundation	2020-2022
President, Motorola Trunked Radio Users Group (MTUG), Arkansas Chapter	2019-Present
Insurance Service Office Public Protection Fire Chief Representative	2018-Present
Advisory Board Member, PulsePoint Foundation	2018-Present
Arkansas Governor's Appointee to School Safety Commission	2018
President and Chairman of the Board, International Association of Fire Chiefs	2017-2018
Board Member, International Fire Service Training Association	2017-Present
Chairman, Benton County 911 Administration Board	2016-2018

1st Vice President, International Association of Fire Chiefs 2016-2017

Advisory Board – Columbia Southern University Fire Science Program 2016

Stakeholder Participant – Firefighter Safety Through Advanced Research II (FSTAR2) Program for the International Association of Fire Chiefs 2015-2016

Member and Scholarship Recipient for NFPA Responder Forum Class of 2017 2015-2017

2nd Vice President, International Association of Fire Chiefs 2015-2016

Reimaging Leader, 9th Edition of Fire and Emergency Service Self-Assessment Manual for Center for Public Safety Excellence 2015

Arkansas Governor's Appointee to Firefighter Cancer Benefit Review Panel 2015-Present

Member, Underwriters Laboratories Technical Panel on the *Study of the Effectiveness of Fire Service Positive Pressure Ventilation During Fire Attack in Single Family Homes Incorporating Modern Construction Practices* 2013-2015

Arkansas Governor's Appointee to Trauma Advisory Council 2013-Present

Adjunct Member, Terrorism and Homeland Security Committee – International Association of Fire Chiefs 2013-2016

Stakeholder Participant – Firefighter Safety Through Advanced Research (FSTAR) Program for the International Association of Fire Chiefs 2013-2014

International Fire Service Training Association Validation Committee Member 2013-2015

Member, Industrial Advisory Board – Oklahoma State University Fire Protection and Safety Engineering Technology Program 2012-2016

Board Member, Benton County 911 Administration 2010-2019

Board Member, Benton County Dive Team Board 2010-2012

Advisory Board – Northwest Arkansas Community College Fire Program 2009-Present

Member, Oklahoma State Firefighters Association – Fire Services Committee Oklahoma City, OK 2005-2007

Member, Oklahoma State Firefighters Association – Educational Advisory Committee Oklahoma City, OK 2001-2003

SERVICE

Fire Representative, State of Arkansas Interoperable Communications Committee Policy Working Group 2020-Present

Presenter, Mission Critical Communications Webinar on In-Building Communications 2020

Chairperson, IAFC Lessons Learned Working Group (COVID-19) 2020

Board Liaison, Chief Executive Officer Search Process for the IAFC 2019-2020

Facilitator, Personal Protection Equipment Manufacturers & IAFC Summit 2019

Contributor, Near Miss Reporting System "Fail Fest" (FRI 2019 – Atlanta, GA) 2019

Co-Host for IAFC Podcast Series (https://www.blogtalkradio.com/ichiefs) 2019-Present

IAFC Representative, 17th Annual President Harry S. Truman Legacy Symposium 2019

Stakeholder Participant to the National Development and Research Institutes, Inc for "*Health and Wellness of Women Firefighters*" March 2019

Rogers Public Schools –Elementary Zoning Committee (Parent Representative) 2018

Congressional Testimony and Witness to the House Transportation Committee on 2017 Wildfire Impacts 2018

Contributor, Penwell Firefighting Books and Videos Advisory Council 2018-Present

Subject Matter Expert, Scott Safety / 3M User Advisory Council 2017-Present

IAFC Representative, Fire Service Occupational Cancer Symposium 2017

IAFC Representative, 2017 High-Rise Building Sprinkler Retrofit Summit 2017

Moderator for 2017 Research Symposium for the *International Fire Service Journal of Leadership and Management* July 2017

IAFC Representative for the National Fire Protection Association Executive Advisory Board on Data and Analytics in the Fire Service 2017-Present

Moderator for 2016 Research Symposium for the *International Fire Service Journal of Leadership and Management* July 2016

Nominations and Elections Committee for the International Fire Service Training Association Winter Conference January 2015

Facilitator for the 2015 International Association of Fire Chiefs Strategic Planning Session in Oklahoma City, Oklahoma. January 2015

IAFC Representative for the National Association of State Fire Marshals Foundation *Data Appreciation* Training Program 2014

Director of Arkansas Chapter for the Firefighter Cancer Support Network 2013-2015

Mentor for International Association of Fire Chiefs Company Officer Mentoring Program 2013

Facilitator for Onsite Programming Arkansas and Mid-States Fire Conference 2010-2016

Academic Appeals Board – Oklahoma State University (Stillwater, OK) 2002-2003

Citizen Participant for the City of Broken Arrow (OK) Strategic Planning Workshop June 2000

International Fire Service Training Association Validation Committees

Orientation and Terminology, 7th Edition (Chair) 2020
Orientation and Terminology, 6th Edition 2015
Chief Officer, 3rd Edition 2013

Center for Public Safety Excellence Fire Department Accreditation Peer Review Teams

Toledo, OH 2018
Hartford, Vermont 2014
Bowling Green, OH 2012

Textbook Review

Tactical Guide to Commercial Building Fire Operations – Penwell Publishing 2020
Fire Department Strategic Planning, 3rd Edition – Penwell Publishing 2020
Firefighter 1 and 2 Handbook, 2nd Edition – Penwell Publishing 2018
The Company Officer's Handbook, 1st Edition – Penwell Publishing 2018
Tactical Resiliency for Firefighters, 1st Edition – Penwell Publishing 2017
Firefighting Strategy and Tactics, 3rd Edition – Jones and Bartlett 2014
Introduction to Fire Protection and Emergency Services, 5th Edition - Jones and Bartlett 2013

Jarett Metheny, M.S., EFO, CFO

115 Timberlane Court, Ozark, MO 65721 - (417)430-7933 - jarettmetheny@gmail.com

Education

Ph.D., Fire & Emergency Management Administration, Oklahoma State University, In Progress
M.S., Fire & Emergency Management Administration, Oklahoma State University, Dec. 1999
B.S., Fire Protection & Safety Engineering Technology, Oklahoma State University, May 1995

Experience

Ozark Fire Protection District, Ozark, MO
Fire Chief (2020 – Present)

Drury University, Public Service and Safety Leadership Master's Program, Springfield MO
Program Coordinator and Lead Faculty (2020 – Present)

Public Safety Consultant
Self Employed (2017 – Present)
- Develop Promotional Exams and Assessment Center for Fire Departments
- Facilitate Strategic Planning Processes
- Loss Control and Life Safety Code Consultant

Battlefield Fire Protection District, Battlefield, MO
Fire Chief (2018-2019)

Oklahoma State University – College of Engineering, Architecture, and Technology
Assistant Professor, Fire Protection and Safety Engineering Technology (Fall 2015 – Present)

Instruction
- FPST 1103: *Applied Techniques in Fire Suppression*
- FPST 1213: *Fire Safety Hazards Recognition*
- FPST 3013: *Safety Management*
- FPST 4403: *Hazardous Materials Incident Management*
- FPST 4993: *Senior Design/Capstone, Faculty Advisor*

Service
- Fire Protection Society, Student Organization, Faculty Advisor
- Fire Protection and Safety Engineering Technology, Academic Advisor
- Fire Council, Funding Committee Chair
- Engineering Technology Facilities and Lab Committee Member

Research
- *Hearing-Aid Effectiveness in Extreme Environments for Firefighters,* 2017, $10,000, Self-Funded.
- *A Noninvasive Method for Early Diagnosis of Lower Airways Obstructions,* 2017, $1,296,600, DHS-FEMA, Submitted as Co-Principal Investigator / Non-Funded
- *Campaign for Fire Service Contamination Control,* 2016, $30,000, National Fire Protection Association, Submitted as Principal Investigator / Not Accepted
- *Flammability Standards for Building Insulation Materials,* 2016, $150,000, Cal-Fire State Fire Marshal, 9-Month, Submitted as Co-Principal Investigator / Funded
- *Fire Fighter Equipment Operational Environment: Evaluation of Thermal Condition,* 2016, $25,000, National Fire Protection Association, Submitted as PI / Not-Funded
- *Development of an Integrated Structural Conditions Risk Assessment Matrix to Enhance On-Scene Decision-Making Process Related to Firefighter Safety During a Structural Fire,* 2016, $1,500,000, 36-Month, DHS-FEMA, Submitted as Co-Principal Investigator / Not Funded

Coordinated and Instructed Continuing Education and Fire Officer Programs

Oklahoma State University - International Fire Service Training Association
Student Research Technician (1993 – 1995)

Watonga, Oklahoma Fire Department
Volunteer Firefighter (1992 -1995)

Affiliations

Missouri Valley Division of the International Association of Fire Chief's
Missouri Fire Chief's Association
Missouri Firefighter's Association
Queen City Fire Chief's Association
American Council on Education, Fire Science Faculty Evaluator (2014-Present)
International Association of Fire Chief's (2004-Present)
Adviser for Saudi Aramco Fire Department Fellowship Program (2016-Present)
National Fire Protection Association (2011-Present)
Incident Management Professional Qualifications Committee Member, NFPA 1026 (2013-Present)
Fire Service Health and Safety Technical Committee Member, NFPA 1500 Series (2013-2015)
Oklahoma State University - Fire Service Training, Advisory Board Member (2010-Present)
Oklahoma State University – OKC, Municipal Fire Protection Program, Advisory Board (2008-Present)
Oklahoma Fire Chief's Association, (2000-2015) Executive Board (2014-2015)
Oklahoma State Firefighter's Association (1993-2015)
Financial, Legislative, and Educational Committees; 2011 Annual Convention Chairman
Eastern Oklahoma Fire Chiefs and Oklahoma City Metro Fire Chiefs Associations (2000-2015)
Oklahoma Emergency Mgmt. Assoc. and Central OK Emergency Manager's Assoc. (2012-2015)
Association of Central OK Government, Central OK Traffic Incident Management Committee (2013-2015)
Central Oklahoma Incident Support Team (2012-2015)
Midwest City YMCA, Advisory Board Member (2009-2015)
Community Support Campaign Chairman and Leadership Development Committee (2013)
Rotary International, Midwest City Club, Board of Directors (2010-2015)
Midwest City Chamber of Commerce, Board of Directors (2013-2015)
Mid-Del-Tinker Club 100 Board of Directors (2013-2015)
International Fire Service Training Association, Validation Committee Member
Chief Officer (2017-2020)
Orientation and Terminology (2014)
Fire Department Safety Officer (2000)
Fire & Emergency Service Instructor (1998)
International Association of Fire Fighters, Local 2066 (1995-2013) Sec/Treas. (2002-2005)
Oklahoma Urban Search & Rescue Task Force #1 (2004-2008)

Achievements

Mid-Del-Tinker Club 100, Fire Chief Hall of Fame Recipient (2015)
Employee of the Year, City of Midwest City (2013)
Center for Public Safety Excellence, Chief Fire Officer (CFO) Designee (2013 –Current)
YMCA Volunteer of the Year (2012)
National Fire Academy, Executive Fire Officer (EFO) Graduate (2011)
Midwest City Chamber of Commerce, Leadership Midwest City (2011)
OSU Fire & Emergency Management Program, Outstanding Graduate Research Award (1999)
Mid-Del Club 100 Firefighter of the Year (1996 and 2005)

Rose State College, Midwest City, OK. *Application of the Incident Command System for Executive and Elected Officials during Large Scale Disasters,* 2004.

Vicki Atchley

*P.O. Box 250, Foyil, OK 74031 * 918-230-0696*

Employment History

2017-Present; 9-1-1 Director; *Northeast Oklahoma E911 Trust Authority, Claremore, OK*

- Overall Management of Personnel and Operations of a County-wide Consolidated 9-1-1 Center that dispatches for 8 Police Agencies; 9 Fire Departments, and 2 Medical Services. This is a highly stressful and highly-secured work environment. *40+ hours per week.*

Personnel Management:

- Personnel Management and Accountability.
- Evaluating team performance and individual performance to ensure high performance at all levels.
- Ensuring employee training and readiness to respond appropriately for any type of incident or disaster.
- Ensuring a safe work environment and promoting a healthy lifestyle.
- Recruiting, Interviewing, and hiring new employees.

Administration:

- Developing, Promoting, and Implementing the Emergency Operations Plan.
- Recordkeeping / Asset Tracking.
- Developing and Implementing Policies and Procedures for our Emergency Communications Plan.
- Ordering Supplies, Tracking expenditures and purchase orders.
- Bank and Record reconciliation.
- Ensuring compliance with Criminal Justice Information Security Policy (FBI/CJIS).
- Preparing after-action reports and participating in team debriefing sessions on all high-profile, high-stress incidents.
- Managing our Workman's Compensation insurance plan.

❖ My present duties also include those performed as Communications Coordinator as shown below.

2014-2017; Communications Coordinator; *Rogers Police Dept, Rogers, AR*

- Overall Management of Personnel and Operations of a mid-sized primary PSAP; dispatching Police, Fire, Medical, Code Enforcement, and Animal Control. Responsibilities include but are not limited to *40+ hours per week.*

Personnel Management:

- Testing and Interviewing applicants, recommendations on hiring, recommendations for termination.
- Supervisor and provide clear direction to subordinate employees.
- Create learning environment by monitoring and documenting performance for training, counseling, or commendation opportunities.
- Prepare and provide Oversight Authority on all employee and supervisor evaluations, recommend approval or denial of merit increases.
- Employee Payroll.

Team Building and Relationships:

- Develop and Maintain positive working relationship with surrounding PSAPs, First Responders, external customers, internal customers, and employees.
- Investigate and Resolve Employee Grievance and Citizen/User Complaints.
- Attend and participate in Department, City, County, Regional, and/or State 911 meetings.
- Provide public information to various news/media outlets; on air and by phone; may make public presentations.

Administration:

- Established and now maintaining the Priority Dispatch Quality Assurance program for:
  - Police and Fire Call-Taking
  - Emergency Fire Dispatching protocols
  - Emergency Medical protocols
  - Police and Fire Radio Traffic
- Provide Documentation, Subject Matter Expert, and Proofs to maintain our CALEA (Council on Law Enforcement Accreditation).
- Maintain NCIC/ACIC and Warrant entry and validations policies and procedures for FBI and State Biennial Audits.
- Ensure and Coordinate compliance of training program to State law. Prepare and Update training manuals as necessary.
- Prepare and update policies and procedures on a bi-annual rotation.
- Prepare mandatory annual audit of all wireless 911 funds received from the State. All purchases, employee wages, training, and certifications must be documented and submitted to the State.
- Preparing annual budget request document.
- Employee Payroll Preparation.
- Updating all policies and procedures on a bi-annual rotation.

Data:

- Prepare monthly department reports: call for service volume; 911 Incoming Calls; Non-Emergency incoming and outgoing calls; employee overtime; radio traffic volume; top 10 calls for service; time of calls from dispatch to arrival for fire to ensure compliance with NFPA 1221.
- Mapping for Trend Analysis for Police and Fire Monthly Calls for Service.

Equipment:

- Maintaining, preserving, and updating all equipment within the dispatch arena: Radios, CAD, 911 Telephony, Zetron, and PC Workstations.
- Provision County 911 cell towers and sectors for routing accuracy.
- Build and update GIS (Graphic Information Systems) Layers of Map Data for our CAD and 911 Telephony Systems.
- Implementation of Text-2-911 and upgrading equipment for compliance with NG-911

2011-Present; GIS Resource Specialist/Consultant;

Okfuskee County, Okmulgee County and Muskogee City County E911 Centers;

Started as Operations Supervisor for the County-Wide E911 Trust Authority; then assumed the focused role of GIS/Data Resource Specialist to complete the build of the new CAD and implement the 911 Telephony System. When I was hired by Rogers, AR I continue to assist Muskogee by updating their mapping and maintaining the MSAG (Master Street Address Guide) for the County on a part-time basis (20 hours per week).

2009-2011; 9-1-1 GIS Mapping and Addressing; *Rogers County, OK*

- 40 Hours per week
- Drove county roads collecting street and structure data to build center line and address point layers for Rogers County. These layers were used for to create the base map for their 911 Telephony and for the implementation of Wireless Phase II.
- Provided wireless testing and provisioning of cell towers.
- Established map page numbering system and built map page layer.
- Teamed with other agencies in the county and surrounding counties to acquire and maintain accuracy of data.
- Synchronized County GIS with the host Telco MSAG 9-1-1 data.

1996-Present; Disaster Mortuary Operational Response Team (DMORT)

Training Officer (GS-11) - Region VI (work hours as required)

Deployments include:

- Peace Officers Memorial in Washington DC
- Joplin Tornado
- Hurricanes Katrina and Rita – Louisiana
- I-40 Bridge Collapse – Webber Falls, OK
- World Trade Center – NYC
- National Emergency Response Center – Rockville, MD
- United Flight 93-Shanksville, PA
- Hurricanes Floyd and Irene-North Carolina
- Oklahoma City Area Tornadoes

As the Training Officer and/or responder to a disaster I wore a variety of hats. You do what is necessary to accomplish the mission. Safety, security, and accountability are a must in any operation. I have:

- Coordinated the ordering of supplies from body bags to refrigerated trucks.
- Arranged transportation of team members from across the country to the deployment site.
- Developed mission related policies and procedures.
- Developed After-Action Reports
- Performed as Safety Officer during field operations.

1996-2010; Dispatcher/Emergency Medical Technician;

Foyil Fire and Med-Tec/Pafford Ambulance Services

- Fire and Medical Dispatcher; part-time – agency discontinued dispatch services
- First Responder on Ambulance in Rogers and Craig Counties
- 20 hours per week

1994-2009; 9-1-1 Coordinator/ 9-1-1 Mapping and Addressing Coordinator/ Dispatcher/Geographical Information Specialist;

City of Tulsa, Tulsa, OK

- Collected Field Data and maintained GIS mapping for Tulsa City/Tulsa County/Catoosa
- Implementation of Phase 1 and Phase II
- 9-1-1 Call Taker, Teletype Operator, and Police and Fire Dispatcher
- Maintained Geographical and Resource Data for CADS

- Fire Alerting and Paging Systems
- Address Coordinator for unincorporated Tulsa County & portions of Rogers County
- Disbursed applicable material/resources to proper agencies and provided documents and guidance to CALEA Supervisor for accreditation.
- Member of in-house Critical Incident Stress Management Team (CIRT)
- President, Oklahoma National Emergency Number Association (OklaNENA) and representative on the State 9-1-1 Advisory Board
- MSAG maintenance and synchronization with GIS data for Tulsa/Tulsa County
- 40 + hours per week

1994-Present; Training Officer and Firefighter; *Foyil Fire Dept, Foyil, OK*

- As a Volunteer Firefighter I work in dangerous conditions, austere and remote environments, and must be physically fit to perform a variety of job requirements. I must routinely lift more than 50 pounds. I must be able to walk long distances. Depending on the type of incident I am constantly bending, crawling, and lifting. I must have stamina for long duration events. This is a physically and mentally demanding profession.
- As a member of the Rescue Task Force, I have performed duties such as caring and/or searching for the sick, injured, dying or deceased victims of man-made and natural disasters.
- Setting up areas for the staging of equipment and accountability systems for all personnel.
- Establishing the infrastructure for our base of operations during long-term events.
- Evaluating field operations after each incident to improve and provide for training opportunities.
- Work as needed

1992-1994; Billing Specialist/Receptionist; *Hematology-Oncology Ltd, Reno, NV*

- Computer Insurance Billing; Medicare, Medicaid, HMO's, Indian Health, and Military, following all governmental guidelines. Acted as switchboard operator, daily appointments, screening new patients, record filing, and provided care and comfort and care for patients receiving chemotherapy and radiation.
- 40 hours per week

1991-1992; Account Administrator; *Baker-Taylor Book, Reno, NV*

- School and Library Accounts - ensured the accuracy of books delivered to schools and libraries.
- 40 hours per week

1986-1991; Information Resource Specialist;

Washington County Consolidated Communications Agency, Beaverton, Oregon

- Collected Field Data for use on precision address maps
- Adapted existing maps for emergency dispatching
- Maintained records of division dispatch activities
- Coordinated data collection for Computer Geographic Information
- Maintained Police and Fire District changes, annexations, new subdivisions, and fire hydrant locations
- Team member on the Request for Proposal (RFP) for their first CAD
- Trained member of the Logistics Team under the Incident Management System. As a member of the Logistics team I was responsible for providing guidance on logistical management and accountability.
- 40+ hours per week

1980-1986; Business Manager; *Control-C Software, Portland, Oregon*

- Supervision of Accounting Operations, Sales & Marketing, and Technical Support
- Selection and purchase of office equipment
- Contract negotiations

Summary of Achievements

- Oklahoma State 9-1-1 Advisory Board Current Member
- Oklahoma State 9-1-1 Current Operations Committee Chair
- Arkansas State Mass Fatality Board Member
- Deployment to Travis AFB in support of HHS COVID response
- OklaNENA *(National Emergency Number Association) - President*
- NJTI-TERT (National Joint TERT Initiative) – *Board Member*
- TERT (Telecommunicators Emergency Response Team) – *State Coordinator*
- Tulsa County Sheriff's Office - *Reserve Deputy and Disaster Operations Team Member*
- Terrorism Early Warning Group (TEWg7) - *Department of Homeland Security Program, administered by the Memorial Institute for the Prevention of Terrorism (MIPT)*
- Speaker Chair for Oklahoma's APCO/NENA Annual Public Safety Conference
- Planning Section Chief and Liaison Officer during Hurricane Katrina
- Family Assistance Center and Information Resource Coordinator for United Flight 93
- DMORT Representative at the National Emergency Operations Center (EOC) in Washington DC during the September 11, 2001 disaster declarations
- Instructor for Oklahoma's APCO/NENA Annual Public Safety Conference
- Co-Chair for Oklahoma's APCO/NENA Annual Public Safety Conference

Education

Degree

Northeastern State University
Bachelor of Science in Criminal Justice

Certifications/Licenses

APCO (Association of Public Safety Communication Officials)
Registered Public Safety Leader (RPL)
Communications Center Supervisor Certification

Oklahoma State University
Firefighter I Certification

Rogers State University
Reserve CLEET (Council on Law Enforcement Education and Training) Certification

Northeast Vo-Tech
Emergency Medical Technician

Priority One Dispatch
Emergency Medical Dispatcher (EMD)
Emergency Fire Dispatcher (EFD)
Emergency Medical and Fire Quality Assurance (ED-Q)
Emergency Telecommunicator (ETC)
Emergency Telecommunicator Instructor (ETC-I)

Department of Homeland Security
ICS 100, 144, 200, 300, 400, 700, 704, 800, 1200
Train-the-Trainer for ICS 300 and 400

Oklahoma State University
Instructor II Certification for Fire Service Training

Oklahoma Department of Mental Health
Critical Incident Stress Management Basic and Peer-to-Peer

FBI's WMD Disaster Preparedness
Trained in WMD (radiological and biological), Incident Command, Train the Trainer, Emergency Responder & Awareness and Emergency Medical Response

Department of Homeland Security
HSEEP, Department of Homeland Security Exercise and Evaluation Program, Train-the-Trainer

National Fire Academy
Course Design
Command and Control of Incident Operations

References

Darryl Maggard	911 Specialist INCOG	918-822-7911
Charles Smith	DMORT (Disaster Mortuary Response Team) Commander Region VI	225-337-9310
Julimarie Sommers	Medical Legal Investigator State of New Mexico	505-280-9751

Letters of Recommendation

Available Upon Request