

Covington Fire Department Strategic Plan – 2015-2016



Michael Naifeh, Fire Chief
October, 2015

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Introduction

The members of the Covington Fire Department serving the residents, business owners, and visitors to our city with pride, honor, and integrity. In the beginning, the department responded to fires only. As Covington grew, the fire department grew, and the role of the fire department expanded from simply being a department that fought fires to an all-hazards emergency response organization that is a vital part of the community.

In August 2015, the fire department began its first-ever strategic planning process, facilitated by the fire management consultant from the University of Tennessee's Municipal Technical Advisory Service (MTAS). MTAS reviewed the fire department's budget, history, response records, and other data before facilitating a two-day retreat to create the framework for this strategic plan. During the retreat, staff reviewed the fire department's operations, capabilities, and future needs against nationally accepted standards from the National Fire Protection Association (NFPA), the Center for Public Safety Excellence, the International City/County Management Association (ICMA), and the Insurance Services Office (ISO). Key fire department personnel involved in the strategic planning process included:

Michael Naifeh, Fire Chief
Scott Davis, Captain
Tommy Dunavant, Captain
Glenn Travis, Captain
Sammy Beasley, Inspector
Mark Heaston, CARE
Richard Griggs, Lieutenant

This strategic plan is a living, operationally useful document that serves as a roadmap for the fire department on its continuing journey of providing and improving fire protection, fire prevention, emergency medical, technical rescue, and other emergency and essential services for the community. The plan sets short-term direction, builds a shared vision, and sets goals and objectives. The plan should be a resource for budget development and discussion on future planning and development in the community. To remain current, the fire department must review and update the plan annually.



Covington Fire Department Strategic Plan – 2015-2021

Mission

The Covington Fire Department is committed to serving the citizens, business community, and visitors to the City of Covington with the highest levels of life, environment, and property conservation and protection. We will achieve this through prevention, education, preparation, response, and suppression. The department will deliver all services with the highest level of care, professionalism, and compassion to all those affected or in need of our services.

Fire Department Core Values

We, the members of the Covington Fire Department, serve our community with:

P RIDE

H onor

I NTEGRITY

Core Values - Definitions

Core Value 1: Pride

Means:

- ✓ All fire personnel are well-trained and educated for their jobs
- ✓ We value professional development
- ✓ We evaluate performance through results

Core Value 2: Honor

Means:

- ✓ We act with honesty and personal integrity
- ✓ We are reliable: we deliver on commitments and assignments
- ✓ We work well with other city departments

Core Value 3: Integrity

Means:

- ✓ We take responsibility for our own actions and behaviors
- ✓ We hold ourselves accountable for our actions
- ✓ We treat everyone fairly and equitably
- ✓ We demonstrate leadership in everything we do
- ✓ We are loyal to each other and the city

Covington Fire Department Core Businesses

We Serve Our Customers through Our Core Businesses

PRIMARY BUSINESSES

1. Fire Protection
2. Fire Prevention and Safety
3. EMS (Emergency Medical Services)
4. Hazmat (Hazardous Materials Response)
5. Technical Rescue
6. Fire Investigation
7. Code Enforcement
8. Support for Community Events

Fire Department Goals for 2015-2021

1. **Fire Protection** – Recognized for High Quality
2. **Fire Prevention** – Making a Safe Community
3. **EMS** – Making a Safe Community
4. **Hazardous Materials Response** – Making a Safe Community
5. **Technical Rescue** – Recognized for High Quality
6. **Fire Investigation** – Making A Safe Community
7. **Code Enforcement** – Provide for Community Fire and Life Safety
8. **Community Support** – Active Partnerships and Involvement

Plan for 2021

Goal 1:

Fire Protection

- ✓ Recognized for High Quality

Objectives

1. Firefighter safety on all incidents
2. Zero fire fatalities
3. Minimal fire loss and property conservation
4. Protecting the environment
5. Services provided within allocated budget
6. Use NIMS on all incidents to provide a clear chain of command for safety and accountability
7. First unit on the scene within 320 seconds of the fire department being notified of the alarm on 90% of structure fires
8. Provide 192 hours of company level training annually for 100% of fire personnel
9. Perform annual fire hydrant inspection and testing on 100% of all public fire hydrants in Covington
10. Maintain apparatus and equipment in good working order for reliability and to extend useful life

Means to Citizens

1. Increased life safety for residents, visitors, and businesses
2. Competitive property insurance rates with Class 4 ISO rating
3. Quick response minimizes property loss, prevents a small fire from becoming a large fire, protecting property values and the tax base
4. Confidence in the response by well-trained and qualified firefighters working with the best equipment
5. People feel safe while shopping, working, and living in our community
6. Fire hydrants work when needed and provide adequate fire flows
7. Reliable apparatus that is ready to respond and functions reliably when needed.
8. Quality fire protection enhances the city's ability to recruit new business and industrial firms
9. Criminals pay for arson crimes

Immediate Challenges

1. Funding
2. Personnel
3. Older apparatus approaching retirement age
4. Lack of working smoke alarms in many homes
5. Lack of a modern training and drill facility for ladder, smoke, and live fire training
6. Lack of a company officer on every engine company

Long Term Challenges

1. Funding
2. Personnel
3. Adequate number of fire stations
4. Fire stations not added as growth occurs

Actions: 2015-2016

1. Provide 192 hours of company training to all personnel in 2015
2. Provide 18 hours of structure fire related drills to all personnel in 2015
3. Complete pre-fire plans on 100% of commercial, industrial, educational, and institutional buildings
4. Conduct annual hydrant inspection and testing
5. Complete fire station mold remediation and remodeling
6. Establish a Capital Improvements Program (CIP) that includes an apparatus replacement program
7. Maintain all required certifications for fire personnel

Actions: 2016-2021

1. Establish the apparatus replacement program
2. Fire training facility – FY 2017-2018
3. Fire station remodeling
4. Complete a comprehensive community risk and vulnerability assessment by 2018
5. Improve the community's ISO rating to Class 3

Goal 2:

Fire Prevention and Safety

- ✓ Making a Safe Community

Objectives

1. Zero fire deaths and fire related injuries
2. Install a minimum of 150 smoke alarms annually in homes that do not have smoke alarms
3. Provide CPR training to a minimum of 100 people annually
4. Provide CERT training to a minimum of 30 people annually
5. Perform pre-fire planning inspections on 100% of commercial, industrial, and institutional occupancies annually
6. Provide an open house and other fire education programs during Fire Prevention Week
7. Provide public fire safety education programs to 100% of the community annually
8. Perform and document a fire cause and origin investigation on 100% of all fires
9. Through the CARE program prepare residents to be self-sufficient for 10 days in major emergencies and disasters

Means to Citizens

1. Increased public awareness to hazards and danger of fire – community is informed
2. People feel safe while shopping, working, and living in our community
3. Opportunity for the fire department to interact with the community and build goodwill in the community
4. Public education and prevention activities and programs targeted to the community's fire problem: prevention through fire cause determination
5. Cost effective – grants and participation in the Get Alarmed Tennessee program provides smoke alarms at no cost to the city
6. Firefighters installing free smoke alarms also help residents develop a home escape plan, which increases the residents safety from unwanted fires
7. Programs taught through HOSA (Health Occupations Students of America) provide young people with lifelong safety skills and improve community safety

Immediate Challenges

1. Limited budget for fire safety materials
2. Time and staff to conduct classes
3. Getting the fire prevention message out in a timely manner on Facebook, Instagram, and Twitter
4. Marketing the free smoke alarm program

Long Term Challenges

1. Time and personnel to conduct fire safety activities
2. Funding for programs

Actions: 2014-2015

1. Provide a variety of public speaking and fire safety programs upon request
2. Maintain Facebook page, Instagram, and Twitter account for fire safety messages
3. Conduct HOSA programs
4. Conduct CERT classes
5. Conduct CPR classes
6. Conduct Fire Prevention Week activities
7. Apply for a FEMA fire prevention and safety grant

Actions: 2015-2021

1. Increase number of smoke alarms installed annually
2. Apply for a FEMA fire prevention and safety grant

Goal 3:

EMS (Emergency Medical Services)

- ✓ Making a Safe Community

Objectives

1. Respond to requests for emergency medical care in Covington
2. Achieve and maintain medical certification for 100% of fire department personnel
3. Monitor for and report child and elder abuse to the appropriate agency
4. Identify the need for additional services and refer the patient and/or patient's family to these services
5. Participate in Tennessee's "Safe Haven" program
6. Provide free blood pressure checks for the public at all fire stations
7. Establish landing zones and aircraft fire safety stand-by for medical helicopters upon request

Means to Citizens

1. Saving lives
2. Well trained fire personnel make a difference in the community by easing pain and suffering for the ill and injured
3. Faster initial medical care and point-of-entry into the EMS system
4. Caring medical personnel: treating the patient and supporting the family
5. Increased level of life safety in the community
6. Improved quality of life in the community
7. Interagency cooperation with the 911 system, the police department, and ambulance service
8. Protection and medical care for abandoned newborns
9. Customer service and convenience for BP checks

Immediate Challenges

1. Cooperation with other agencies
2. Funding for program
3. Maintaining certifications
4. Maintaining vehicles and equipment
5. Compliance with HIPAA

Long Term Challenges

1. Funding for vehicles, equipment, and personnel
2. Maintain medical certifications
3. Providing advanced life support (paramedics) 24/7
4. Quality Assurance (Q/A) program for EMS

Actions: 2014-2015

1. Provide medical care at motor vehicle crashes
2. Provide scene safety and traffic control at motor vehicle crashes
3. Provide lift assist upon request
4. Assist ambulance crews with patient care and transport as needed
5. Serve as a Safe Haven location for abandoned newborn babies

Actions: 2015-2021

1. Establish 24/7 advanced life support first responder program by FY 2020-2021

Goal 4:

Hazardous Materials

- ✓ Making a Safe Community

Objectives

1. Prepare for, respond to, and mitigate 100% of all hazardous materials and chemical releases in Covington
2. Maintain current training and certification levels for 19 fire personnel at the Hazmat technician level through the Tennessee Emergency Management Agency (TEMA)
3. Test, maintain, and replace as needed all equipment required for hazardous materials response
4. Provide hazardous materials response within allocated budget throughout Tipton and Lauderdale counties as part of the District 11 Urban Areas Security Initiative
5. Comply with all federal regulations concerning hazmat response teams
6. Partner with neighboring jurisdiction for decontamination support services for joint response to hazardous materials incidents

Means to Citizens

1. High level of life safety from hazardous chemical spills
2. Protecting the environment – environmental sustainability
3. Property conservation from hazardous chemical spills – protecting the tax base
4. Increased firefighter safety – firefighters are informed of hazards in the community
5. All of Tipton and Lauderdale counties has hazmat coverage
6. Operational cost savings for industrial and businesses customers because of the fire department's capabilities
7. Ability to monitor an area for life safety
8. Maximize the life of expensive hazardous materials response equipment
9. Contributes to Hometown Security – mitigation and preparedness
10. Compliance with the federal Emergency Planning and Community Right-to-Know Act (EPCRA)
11. Broadens knowledge, skills, and abilities of fire department personnel which contributes to development of personnel

Immediate Challenges

1. Funding
2. Time to train and certify personnel
3. Location to conduct specialized hazmat training
4. Voluntary cooperation and participation of businesses in the TIER II reporting program

Long Term Challenges

1. Maintaining training and certification levels on all hazmat personnel
2. Maintaining a dedicated hazardous materials response vehicle
3. Maintaining complex hazardous materials response tools and equipment
4. Increasing the certification level of personnel to Hazmat Specialist

Actions: 2014-2015

1. Continue to provide hazmat response throughout Tipton and Lauderdale counties
2. Continue to participate in Homeland Security District 11
3. Maintain interoperability with other key agencies
4. Continue TIER II reporting

Actions: 2015-2021

1. Increase the certification level of personnel to Hazmat Specialist
2. Certify 5 additional firefighters to the Hazmat Technician level
3. Continue TIER II reporting

Goal 5

Technical Rescue

- ✓ Recognized for High Quality

Objectives

1. Have 100% of fire personnel trained and certified in vehicle extrication
2. Have 100% of fire personnel trained and certified to the operations level in rope rescue
3. Have 100% of fire personnel trained and certified to the operations level in confined space rescue
4. Maintain, test, and replace as needed all tools and equipment required for fire and rescue services
5. Maintain and provide a regional response team

Means to Citizens

1. Saves lives
2. Trained personnel ready to respond to a variety of risks in the community
3. Increased level of life safety for the community
4. Faster response – no delay waiting on equipment or trained personnel
5. Value-added services for businesses – businesses not required to have an in-house response team or may allow a lower level of in-house capability
6. Better trained firefighters use technical skills to solve problems
7. Morale builder for the fire department – job enrichment increases the knowledge, skills, and abilities of fire department personnel

Immediate Challenges

1. Funding for training and specialized equipment
2. Time to schedule training classes
3. Place to hold practical training
4. Qualified personnel to conduct and oversee training activities

Long Term Challenges

1. Maintaining certification on all fire personnel
2. Adding additional technical rescue disciplines such as farm, still water, swift water, and trench rescue

Actions: 2014-2015

1. Complete vehicle extrication training
2. Provide training for fire personnel to maintain current certifications in rope, water, and confined space rescue
3. Maintain current equipment

Actions: 2015-2021

1. Establish trench rescue capability
2. Conduct training and certification classes in rope rescue
3. Conduct training and certification classes in water rescue
4. Conduct training and certification classes in confined space rescue
5. Conduct training and certification classes in aircraft rescue and firefighting

Goal 6:

Fire Investigation

- ✓ Making a Safe Community

Objectives

1. To determine accurately the cause and origin of all fires
2. To train all firefighters to secure the scene and preserve evidence
3. To minimize property loss and fire related injuries, no fire fatalities
4. To identify and report defective products that cause fires
5. To use private, outside resources when possible to reduce operating costs

Means to Citizens

1. Increased life safety – limiting the exposure the public and firefighters have to arson fires
2. Deterrent to individuals who would consider starting intentionally destructive fires
3. Increased community awareness of the causes of fires to encourage fire safe behaviors
4. Compliance with state law requiring determination of the cause of structure fires

Immediate Challenges

1. Personnel to conduct investigations
2. Training of personnel
3. Maintain compliance with National Fire Protection Association (NFPA) Standards 921 and 1033
4. Maintaining good working relationships with private investigators, law enforcement, the district attorney's office, insurance companies, and the state fire marshal's office bomb ad arson section

Long Term Challenges

1. Continuing education hours for personnel
2. Funding
3. Establishing a training program with the district attorney's office

Actions: 2014-2015

1. Conduct cause an origin investigations on all fires
2. Document all fire investigations accurately, completely, and professionally
3. Prepare for presentation of arson cases in court
4. Provide continuing training and education for current fire investigators
5. Partner with insurance companies on investigations to use the financial and other resources of the insurance company to hold down operating costs

Actions: 2015-2021

1. Establishing a training program with the district attorney's office
2. Acquire an accelerant detection canine and train a fire investigator in the use of an accelerant dog
3. Train additional personnel to be fire investigators

Goal 7:

Code Enforcement

- ✓ Provide for Community Fire and Life Safety

Objectives

1. Minimal property loss and fire related injuries, no fire fatalities
2. Update the current fire code to an edition that complies with state law
3. Maintain required certifications for fire inspection personnel
4. To complete pre-fire plans on 100% of commercial, industrial, educational, and institutional buildings
5. Conduct certificate of occupancy inspections for all new businesses for fire related issues
6. Conduct fire alarm follow up investigations on all alarm malfunctions in commercial, industrial, educational, and public assembly occupancies

Means to Citizens

1. Increased life safety – fire prevented through code enforcement never put life and property at risk while protecting the tax base and the environment
2. People feel safe while shopping, working, and living in our community
3. Increased community awareness of the danger of fire and of proper fire safe behaviors
4. Helping businesses meet minimum code requirements and provide a safe environment for staff and customers
5. Assist in keeping fire alarm systems in good working order
6. Fire personnel are qualified to conduct inspections that help ensure a safe community

Immediate Challenges

1. Sufficient staff time
2. Personnel to conduct inspection and code enforcement activities
3. Training of personnel in inspection procedures
4. Maintaining a good working relationship with the state fire marshal's office
5. Involvement in code adoption process

Long Term Challenges

1. Recertification of personnel
2. Funding for code enforcement and inspection activities
3. Adding additional full-time inspection personnel

Actions: 2014-2015

1. Conduct pre-fire planning inspections on 100% of commercial, industrial, educational, and institutional buildings
2. Cite business for fire code violations found
3. Conduct follow up inspections to ensure code violations are corrected
4. Review and recommend adoption a new edition of the fire code
5. Participate in fire protection system acceptance tests
6. Inform building official of any buildings with structural defects
7. Provide continuing training and education for current fire inspectors

Actions: 2015-2021

1. Expand fire prevention and inspection efforts by establishing a company inspection program
2. Train a new fire inspector
3. Required training and recertification of personnel
4. Hire additional full-time fire inspection personnel

Goal 8:

Support for Community Events

- ✓ Active Partnerships and Involvement

Objectives

1. Provide funding in the fire department budget for community event support
2. Provide a variety of value-added community support activities for various community functions annually
3. Conduct an annual open house for the community

Means to Citizens

1. People feel safe and protected while attending special events
2. Good public relations with our customers
3. We honor people in our community
4. We provide assistance to those in need
5. We promote fire safety
6. Cost-savings for schools for special events

Immediate Challenges

1. The number of special events the fire department supports:
 - a. High school football
 - b. BBQ Fest
 - c. Art on the Square
 - d. Music on the Square
 - e. Heritage Day
 - f. Peace Rally
 - g. Various 5K runs
 - h. Three parades
 - i. Neighborhood events
 - j. 4th of July fireworks
 - k. Law enforcement memorial
 - l. Basketball games
 - m. Truck/tractor pulls
 - n. Rodeos
2. Funding for staffing for special events
3. Time

Long Term Challenges

1. The number of special events and the fact that they may increase
2. Funding for staffing special events
3. Time

Actions: 2014-2015

1. Provide support for specific events including but not limited to the High school football, BBQ Fest, Art on the Square, Music on the Square, Heritage Day, Peace Rally, various 5K runs, three parades, neighborhood events, the 4th of July fireworks, law enforcement memorial, basketball games, truck/tractor pulls, and rodeos
2. Provide fire and EMS stand-by at community events
3. Establish a budget for community events

Actions: 2015-2021

1. Provide support for specific events including but not limited to the High school football, BBQ Fest, Art on the Square, Music on the Square, Heritage Day, Peace Rally, various 5K runs, three parades, neighborhood events, the 4th of July fireworks, law enforcement memorial, basketball games, truck/tractor pulls, and rodeos
2. Expand the fire department's public education program

Major Challenges

These are the major challenges the city and the fire department are facing over the next five years.

1. Staffing
2. Need for a Capital Improvements Program
3. Need to replace 22 year old engine
4. Increasing call volume, especially non-emergency responses
5. Aging population
6. On-going station maintenance needs
7. Budget – levels of funding needed to support a full-service, all-hazards fire department
8. Decreasing tax revenue: some businesses are closing, residential and commercial growth is minimal, and industrial growth is up slightly
9. Training – modern training center and props required for an adequate in-house training program
10. Homes without smoke detectors increase the risk for residential fire fatalities
11. Drugs and gangs in the community
12. The number of special events requiring fire department support
13. Need for a fire department workforce development and succession plan
14. Increasing diversity on the fire department through the hiring process
15. Age of core fire department personnel (41.35 years) – current normal retirement age is 65+
16. Minimal to no growth in the commercial and industrial sector

Projects and Issues in Progress

These are the department projects underway currently.

1. Additional specialized training opportunities for fire department personnel
 - Rope rescue
 - Fire investigation
 - Fire inspector
 - Hazmat program
 - Officer development
 - Confined space rescue
 - TN-Task Force 1
 - Pre-plans
2. Vial of Life program
3. Standard Operating Procedures manual update
4. National Incident Management System (NIMS) implementation
5. Promotional processes for assistant administrative chief, fire lieutenant, and driver
6. AFG grant for ladder truck
7. Station remodeling/mold remediation
8. Additional staffing
9. Volunteer recruitment
10. Bridge option for TCRS public safety retirement plan
11. Pre-fire plan program

Action Agenda for 2014-2015

ACTIONS	RESPONSIBLE FOR IMPLEMENTATION (Key leader listed first)
New ladder truck: develop specifications and take bids on new ladder truck, and administer the AFG grant	Apparatus Committee
Complete the remodeling/mold remediation projects at both fire stations	Inspector Sammy Beasley
Complete the promotional process for administrative assistant chief, fire lieutenant, and driver	Fire Chief Michael Naifeh
Training program to provide 192 hours of company training annually for all personnel	Lt. Richard Griggs
Training program to provide 18 hours of drills annually for all personnel	Lt. Richard Griggs
Complete pre-fire plans on 100% of commercial, industrial, and institutional occupancies	Inspector Sammy Beasley and company personnel
Conduct annual hydrant inspection and testing	Driver Jeremy Channel, Firefighter Brad Dunavant and company personnel
Recruit at least 15 new volunteers from the 25 applications received	Fire Chief Michael Naifeh
Increase community safety and fire department capability by adding three additional full-time firefighters	Fire Chief Michael Naifeh
Develop a Capital Improvements Program (CIP) budget	Fire Chief Michael Naifeh
Complete transition process for new fire chief	Fire Chief Michael Naifeh
City adoption of out-of-rank policy	Fire Chief Michael Naifeh
Complete the review and update of the SOP manual	SOP Committee and Fire Chief Michael Naifeh
Stabilizing city expenditures	Mayor Hanson and Fire Chief Michael Naifeh
Establish an annual firefighter awards and recognition banquet	CARE Coordinator Mark Heaston
Maintain all required certifications for fire personnel	Lt. Richard Griggs
Provide training for fire personnel to maintain current certifications in rope and confined space rescue	Lt. Richard Griggs
Maintaining current equipment	Driver Jeremy McDivitt and Apparatus Committee
Continue to participate in Homeland Security District 11	Captain Tommy Dunavant

ACTIONS	RESPONSIBLE FOR IMPLEMENTATION (Key leader listed first)
Maintain interoperability with other key agencies	Fire Chief Michael Naifeh
Continue TIER II reporting	Inspector Sammy Beasley
Coordinate with Tipton County on Covington's emergency operations plan	Fire Chief Michael Naifeh
Maintain all documentation and paperwork required by TEMA and FEMA	Captain Tommy Dunavant
Teach a CERT class in conjunction with HOSA and for the public	Lt. Richard Griggs
Provide a variety of public speaking and fire safety programs upon request	CARE Coordinator Mark Heston
Maintain Facebook page, Instagram, and Twitter account for fire safety messages	Firefighter Lee Wallace
Conduct Fire Prevention Week activities	Lt. Richard Griggs
Apply for a FEMA fire prevention and safety grant	Firefighter Lee Wallace
Provide support for a variety of special events	Fire Chief Michael Naifeh and shift captains
Provide EMS stand-by at community events	Fire Chief Michael Naifeh and shift captains
Provide medical care at motor vehicle crashes	Company personnel
Provide scene safety and traffic control at motor vehicle crashes	Company personnel
Provide lift assist upon request	Company personnel
Assist ambulance crews with patient care and transport as needed	Company personnel
Serve as a Safe Haven location for abandoned newborn babies	Company personnel
Assist businesses, schools, hospitals, and others with fire alarm evacuation drills	Inspector Sammy Beasley
Participate in fire protection system acceptance tests	Inspector Sammy Beasley

Department Successes 2014-2015

Success: **No Civilian or Firefighter Fatalities**

- Impacts:**
- Families saved from the loss of a loved one
 - Residents feel safe and secure in their homes
 - Firefighters work smartly and safely to reduce the inherent risk of the job

Success: **Smoke Alarm Installation Program**

- Impacts:**
- Improves level of fire safety in the community
 - Documented lives saved when occupants alerted by smoke detectors provided by the fire department
 - Assists in keeping fire fatalities at zero and increases the chances of surviving a fire
 - Minimal cost – smoke alarms acquired through state fire marshal's office or grants
 - Provides opportunity for firefighters to interact with the public
 - Builds goodwill in the community
 - Helps reduce property loss through early detection and reporting

Success: **Grant for New ladder Truck**

- Impacts:**
- Received Assistance to Firefighters Grant (AFG) for \$579,423 for the purchase of a new ladder truck
 - Replacing a 28 year old ladder truck that outlived its useful life
 - Improved capability with more compartment space
 - Personnel respond in a safer, newer, more dependable vehicle
 - Improved morale and pride for fire department personnel
 - Grant provides a new fire truck that will serve the city for 20 years at a fraction of the cost of the apparatus

Success: **Maintained Class 4 ISO Rating**

- Impacts:**
- The Covington Fire Department is in the top 20% of all fire departments in Tennessee
 - Residents and business owners pay competitive rates for fire insurance

Success: **Fire Department Chaplain Program**

- Impacts:**
- Gives personnel an avenue in which to discuss personal issues that may arise after a traumatic or stressful call
 - Provides access to critical incident stress management counseling resources
 - Provides access to resources available through the Tennessee Federation of Fire Chaplains

Success: **All Personnel with EMT-IV Certification Advanced to Advanced EMT Certification**

- Impacts:**
- Professionalism of Personnel: Increased the knowledge, skills, and abilities of the fire department's medically trained personnel
 - Fire department able to provide a higher level of emergency medical care
 - Patients receive more advanced care to relieve pain and suffering

Success: **Hiring of New Fire Chief**

- Impacts:**
- Brings a new direction to the fire department
 - Provides fire department personnel with an idea of where they, and the fire department, will be in 5, 10, and 15 years
 - Brings professionalism in addressing employees, citizens, and the Board of Mayor and Aldermen
 - Brings unprecedented training and experience to the fire department

Success: **Placing Rescue 1, Rescue 2, and a new Brush Truck in Service**

- Impacts:**
- Personnel respond in safer, newer, more dependable vehicles
 - Improved morale and pride for fire department personnel

Success: **Red Dot Program**

- Impacts:**
- For participating households provides fire department personnel with rapid access to patient medical information
 - Assists first responders in identifying medical needs of unconscious patients
 - Improved patient care and recordkeeping
 - Builds goodwill in the community

Success: **Fire Department SOPs Revised and Updated**

- Impacts:**
- Current standard operating procedures (SOP) reviewed and updated
 - New SOPs added to reflect the needs of the fire department
 - Assist in operational and firefighter safety
 - Fire department personnel follow common procedures across all shifts
 - Clearer understanding of rules and regulations for all personnel
 - More effective and efficient operation of the department
 - Improves accountability of fire department personnel
 - Improves fire department morale

Success: **Implemented NIMS Protocol**

- Impacts:**
- The National Incident Management System (NIMS) protocol complies with federal regulations that call for fire departments to use an incident management system
 - Ensures on-scene accountability
 - Keeps personnel safer

Success: **Improved Budget Accountability**

- Impacts:**
- Fire department uses purchase order system for all purchases
 - Ability to track and monitor fire department expenditures and budget line items
 - Tracking of overtime expense
 - Training of maintenance costs
 - Fire department stays within allocated budget
 - Working to increase county fire fee participation from 50% to 90%

Success: **Hazmat Team**

- Impacts:**
- Covington is prepared for response – Hometown Security equals Homeland Security
 - Addresses a significant risk to the community from hazardous materials accidents in truck and rail transportation and fixed facility incidents
 - All-hazards approach to community safety
 - Fire department personnel have the right training and equipment needed for a professional response to hazardous materials incidents
 - County increased funding for Hazmat by \$10,000
 - Tipton and Lauderdale Counties protected by the CFD Hazmat team

Success: **Improved Communication Between the Fire Department and the Board of Mayor and Aldermen**

- Impacts:**
- More transparency between the fire chief and city hall

Success: **Strategic Planning Session**

- Impacts:**
- First strategic planning session in the history of the fire department
 - Sets the course for mission and vision statements
 - Establishes short and long range plan for the fire department
 - Increases professionalism in fire department administrative ranks
 - Allows for annual reporting

Success: **Positive Relationship Between the High School and Dyersburg State Community College**

- Impacts:**
- Fire science program to train young people for possible fire service career
 - CERT program taught through HOSA (Health Occupations Students of America)

Success: **CERT Program**

- Impacts:**
- Trains residents to be more self-sufficient in a disaster situation where the response of city resources will be delayed or absent
 - Builds relationships between the community and the fire department
 - Improves the resilience of the community in the event of a disaster

- Success:** **Job Descriptions**
Impacts:
 - Developed job descriptions for administrative assistant chief, fire lieutenant, and fire driver
 - Sets the standard for future promotions and professional development
- Success:** **Participation in Homeland Security District 11**
Impacts:
 - Resources and training to assist in responses to hazardous materials incidents such as spills, containment, technical rescue and mitigation of life safety environmental impact issues.
 - Received a Hydratrek water rescue vehicle valued at \$102,000 at no cost to the city
- Success:** **Shelter in Place Program**
Impacts:
 - Will have structure if a significant incident occurs
 - Builds goodwill in the community
- Success:** **Standardized Uniform Policy**
Impacts:
 - Consistent, professional appearance when in public
 - Esprit de corps – moral builder
- Success:** **Semiannual Pre-Fire Inspections**
Impacts:
 - The department conducts 150 pre-fire inspections annually with that number increasing each year as Covington grows.
 - Helps insure citizens and visitors are safe in the city’s businesses, restaurants, apartment complexes, churches, schools, etc.
- Success:** **Fire Department AEMT in Paramedic School**
Impacts:
 - First fire department Advanced EMT is in paramedic school
 - Sets foundation for staffing fire department apparatus with advanced life support capabilities
 - Sets the tone for future EMS service levels
- Success:** **Fire Investigation Program**
Impacts:
 - All fires investigated for cause and origin as required by state law
 - Suspicious fires investigated for possible criminal activity and/or arson
 - Prosecution of arson cases helps keep intentional fires down
- Success:** **Social Media Program**
Impacts:
 - The fire department’s use of Facebook, Instagram, and Twitter keeps the community informed and promotes the fire department
 - Inform the public of what we do
 - Used to send information such as warnings and alerts
 - Enhances fire department ability to reach the community with fire prevention messages and programs

Success: **Workforce Development**

- Impacts:**
- Increased levels of certification of fire department personnel through the Tennessee Commission on Fire Fighting Personnel Standards and Education

Success: **Confined Space Team Grant**

- Impacts:**
- Received a \$20,000 grant to create a confined space rescue team
 - Adds another service that addresses a risk in the community
 - Residents and workers feel safe and secure

Success: **Additional Fire Investigator**

- Impacts:**
- Each shift has certified fire investigator
 - All fire are investigated promptly

Success: **New Radio System**

- Impacts:**
- Improves interoperability on the scene of emergencies by not having to carry two different radios to talk with other agencies and jurisdictions
 - Improved worker safety on emergency scenes

Success: **Public Fire Education and Safety Programs**

- Impacts:**
- Wide variety of programs addresses needs across all segments and age groups in the community
 - CARE program targets at-risk individuals
 - Fall prevention and smoke alarm programs target senior population
 - Public education programs in schools teach fire safe behaviors to help keep our children safe and to promote safety as they grow older
 - Three certified fire investigators provide prompt response to investigate the cause and origin of fires and prosecute arson fires
 - Code enforcement helps ensure safe buildings for workers, shoppers, and patrons
 - Smoke alarm programs helps make the community safer
 - Residents feel safe and secure at home, at work, and when shopping