

## Thomas C. Jenkins V

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### PROFESSIONAL EXPERIENCE

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

- Responsible for strategic planning, budgeting, personnel management, resource deployment, and coordination of a seven station department with 133 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 was reaccredited by both commissions in 2016 and 2015, respectively.
- Completed a comprehensive fleet assessment and replacement program that resulted in the purchase and design of nearly twenty apparatus, including an ARFF unit, six pumpers, two ladders, a heavy rescue, seven ambulances, two brush pumpers and a boat.
- Developed a technical rescue and hazardous materials team which 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.
- Increased and stabilized revenue from emergency medical responses by over 40% in three years.
- Improved emergency response time compliance by 25% (turnout/reaction time) through innovative strategies involving goal setting, alerting process, and situational awareness.
- Organized the management and construction of three major facilities for the department, including the reconstruction of a fire station (Station 5) and training center, as well as the new construction of a 13,000 square foot fire station (Station 2).
- Crafted and overhauled civil service, compensation, and standard operating procedures for the department improving recruitment and retention of both sworn and civilian employees.
- Wrote and was awarded over 1.5 million dollars in grants and alternative funding for staffing and capital equipment projects.
- Successfully reduced the department's Public Protection Classification from the Insurance Service Office from a Class 3 to a Class 1.
- Managed the consolidation of the city's Building Inspection Department into the fire department's existing fire prevention office, improving customer service and increasing the efficiency of both organizations.
- Created and implemented initiatives for EMS resource management, including low acuity ambulance transportation and EMS delivery alternatives.
- Led an effort to implement a standardized pay strategy and pay scales using regional market analysis and collaboration with the city's human resources experts.

Adjunct Professor <i>Northwest Arkansas Community College</i>	August 2011-Present <i>Bentonville, AR</i>
<ul style="list-style-type: none"> <li>• Course professor for the “Fire Service Hydraulics” and “Fire Suppression Tactics” lower division classes.</li> <li>• Revised curriculum for practical education and adherence to FESHE model.</li> </ul>	
Adjunct Professor <i>Oklahoma State University</i>	August 2011-December 2012 <i>Stillwater, OK</i>
<ul style="list-style-type: none"> <li>• Course professor for the “Local Government Issues in the Fire Service” upper division course.</li> <li>• Selected as professional representative for ABET accreditation process (2012).</li> <li>• Participated in the Industrial Advisory Board for the Fire Protection and Safety Engineering Technology Bachelors of Science degree to review curriculum and graduation requirements.</li> </ul>	
Deputy Fire Chief <i>City of Sand Springs</i>	May 2004-March 2009 <i>Sand Springs, OK</i>
<ul style="list-style-type: none"> <li>• Responsible for incident command and control, company supervision, personnel management, and resource allocation.</li> <li>• Directed company training and development of various training programs that include company officer development, the probationary fire academy, driver and pumper operator school, and incident strategy and tactics.</li> <li>• 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.</li> <li>• Created a wellness and fitness policy in conjunction with the IAFF Local 2173 that mandated annual physicals and daily workout requirements for all members.</li> <li>• Established a comprehensive river rescue policy involving coordination from four fire departments, the Sheriff’s office, and the Tulsa Police Aviation Unit.</li> </ul>	
Adjunct Instructor <i>Tulsa Community College</i>	August 2007-May 2008 <i>Tulsa, OK</i>
Field Instructor & Curriculum Developer <i>Oklahoma Fire Service Training</i>	January 2004-January 2007 <i>Stillwater, OK</i>
Consultant <i>Firemark Consulting Services</i>	May 2003-December 2008 <i>Broken Arrow, OK</i>
Field Applicant Liaison <i>State of Oklahoma – Department of Emergency Management</i>	May 2000-May 2004 <i>Oklahoma City, OK</i>
Firefighter, Company Officer, Deputy Fire Chief <i>Oak Grove Fire Protection District</i>	July 2000-October 2006 <i>Catoosa, OK</i>
Firefighter <i>Rolling Hills Fire Protection District</i>	February 1998-July 2000 <i>Tulsa, OK</i>

## EDUCATION

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Masters of Science: Public Administration with emphasis in public management <i>University of Oklahoma</i>	2006-2008 Norman, OK
Executive Fire Officer Program <i>National Fire Academy</i>	2003-2007 Emmitsburg, MD
Bachelor of Science: Fire Protection and Safety Engineering <i>Oklahoma State University</i>	2000-2004 Stillwater, OK

## PROFESSIONAL CERTIFICATIONS AND CREDENTIALING

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Situational Leadership II Qualified Instructor <i>Ken Blanchard &amp; Companies</i>	2015
Leadership Development Studies Program Certified Instructor <i>Phi Theta Kappa</i>	2014
Leadership Development Programs Certified Facilitator <i>International Public Safety Leadership and Ethics Institute</i>	2014
Chief Emergency Medical Services Officer Designation Commission on Professional Credentialing – Center for Public Safety Excellence	2011
Chief Fire Officer Designation Commission on Professional Credentialing – Center for Public Safety Excellence	2010
Incident Safety Officer Certification <i>Fire Department Safety Officers Association</i>	2010
Hazardous Materials Technician Certification <i>Oklahoma State University &amp; Arkansas Department of Emergency Management</i>	2004
EMT-Basic Certification <i>National Registry of Emergency Medical Technicians / Tulsa Community College</i>	2004
Fire Inspector I Certification <i>Oklahoma State University</i>	2003
Fire Instructor I Certification <i>Oklahoma State University</i>	2001
Certified Emergency Manager <i>Oklahoma Emergency Management Association</i>	2001
Firefighter II Certification <i>Oklahoma State University</i>	1999

## PROFESSIONAL DEVELOPMENT

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Commissioning from the NFPA Responder Forum	November 2017
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<i>National Fire Protection Association</i>	<i>Quincy, MA</i>
Blackboard 9.1 Certification for Face-to-Face Instructors <i>Northwest Arkansas Community College</i>	August 2012 <i>Bentonville, AR</i>
Resuscitation Academy <i>Seattle / King County Medic One</i>	May 2011 <i>Seattle, WA</i>
Advanced Emergency Medical Dispatcher <i>National Academy of Emergency Medical Dispatch</i>	July 2009 <i>Salt Lake City, UT</i>

Federal Emergency Management Agency

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

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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  
*Oklahoma State University*

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

Adjunct Faculty Fall 2008  
Emergency Responder Administration (BT)  
ERA 3133  
*Oklahoma State University – Oklahoma City*

Adjunct Faculty 2007-2008  
Fire and Emergency Services (AA)  
FES 1333  
*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

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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

Professional Consultant 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

## PUBLICATIONS

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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, 2<sup>nd</sup> 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.

<http://info.ifsta.org/images/sof/Spring14Web.pdf>

Speaking of Fire Magazine, Fire Protection Publications, "Bringing Science to the Streets", Winter 2014.

<http://info.ifsta.org/images/sof/Winter13Web.pdf>

FirefighterNation.com online magazine, "Developing Firefighters with Both Street Smarts and Book Smarts", January 2, 2014.

<http://www.firefighternation.com/article/professional-development/developing-firefighters-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

<http://www.firefighternation.com/article/training-0/hybrid-approach-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

<http://www.firefighternation.com/article/management-and-leadership/regional-collaboration-fire-service>

FirefighterNation.com online magazine, “Using Technology to Reduce Response Times”, September 22, 2012

<http://www.firefighternation.com/article/technology/using-technology-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

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Recognition by Resolution 265-34 <i>Island of Guam 34<sup>th</sup> Legislature</i>	October 2017 <i>Hagåtña, Guam</i>
Leadership Recognition Award for IAFC Cohort 5 <i>Saudi Aramco / IAFC Fellowship Program</i>	May 2017 Fairfax, VA
Patriotic Employer Award <i>Office of the Secretary of Defense</i>	June 2016 <i>Washington, DC</i>
Unit Citation – 2015 Water Rescue Incident <i>Rogers Fire Department</i>	December 2015 <i>Rogers, AR</i>
Certificate of Appreciation – OEFOLP Cohort Participation <i>Oklahoma Fire Service Training</i>	February 2014 <i>Stillwater, OK</i>
Employee of the Year <i>City of Sand Springs</i>	December 2008 <i>Sand Springs, OK</i>
Pi Alpha Alpha Member National Honor Society for Public Affairs and Administration <i>University of Oklahoma</i>	May 2008 <i>Norman, OK</i>

Walter F. Scheffer Scholarship Recipient <i>University of Oklahoma</i>	September 2007 <i>Norman, OK</i>
Firefighter of the Year <i>Sand Springs Fire Department</i>	October 2007 <i>Sand Springs, OK</i>
Outstanding Service Recognition <i>City of Sand Springs</i>	May 2006 <i>Sand Springs, OK</i>
Honorary Kentucky Colonel <i>Governor of Kentucky</i>	May 2005 <i>Louisville, KY</i>
Harry S. Truman Fellow <i>Harry S. Truman Foundation</i>	April 2003 <i>Independence, MO</i>
Firefighter of the Year <i>Oak Grove Fire Protection District</i>	December 2003 <i>Catoosa, OK</i>
Educational Scholarship Recipient <i>International Association of Fire Chiefs Foundation</i>	2003 <i>Fairfax, VA</i>
Educational Scholarship Recipient <i>International Association of Fire Chiefs Foundation</i>	2002 <i>Fairfax, VA</i>

#### 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
Oklahoma Fire Chiefs Association	2002-2009

#### MAJOR PRESENTATIONS

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, Arkansas

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, North Carolina

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

2017 – Keynote Presentation “Chief Chat: My Friend Mandy”, Fire Rescue International Conference: Charlotte, North Carolina

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

2017 – “Defending Our Delivery Model”, Oklahoma State Fire School: Tulsa, Oklahoma

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

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

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, Oklahoma

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

2016 – “The People You Meet in the Fire Department”, Branson Fire Leadership Day: Branson, Missouri

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, Texas

2016 – “Next Generation Leadership”, Idaho Fire Chiefs Association Annual Conference: Sun Valley, Idaho

2015 – “What Fire Chiefs Need from Company Officers”, Branson Fire Leadership Day: Branson, Missouri

2016 – “Establishing the Accreditation Culture”, Center for Public Safety Excellence Conference: Orlando, Florida

2015 – “What Fire Chiefs Need from Company Officers”, Branson Fire Leadership Day: Branson, Missouri

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, Florida

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

2014 – “Resource Deployment: Defending Our Delivery Model”, Fire Rescue International: Dallas, Texas

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

2013 – “Calm not calamity: Be ready for these tough questions from your mayor or city manager”, Fire Rescue International: Chicago, Illinois

2013 – “Planting the seed: How to grow innovation in your department”, Fire Rescue International: Chicago, Illinois

2013 – “The things I wished I would have known before becoming fire chief”, Arkansas State Fire Chiefs Conference: Hot Springs, Arkansas

2013 – “Getting out of your comfort zone: measuring and improving”, Center for Public Safety Excellence Conference: Las Vegas, Nevada

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

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

2012 – “The three T’s of Success”, Fraternal Order of Leatherheads Society: Tulsa, Oklahoma

2011 – “The things I wished I would have known before becoming fire chief”, Fire Rescue International: Atlanta, Georgia

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

## LEADERSHIP

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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	2016-2017
1 <sup>st</sup> 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
2 <sup>nd</sup> Vice President, International Association of Fire Chiefs	2015-2016
Reimaging Leader, 9 <sup>th</sup> 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 <i>Study of the Effectiveness of Fire Service Positive Pressure Ventilation During Fire Attack in Single Family Homes Incorporating Modern Construction Practices</i>	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-Present
Board Member, Benton County Dive Team Board	2010-2012
Advisory Board – Northwest Arkansas Community College Fire Science 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

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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 <i>International Fire Service Journal of Leadership and Management</i>	July 2017
IAFC Representative for the National Fire Protection Association Executive Advisory Board on Data and Analytics in the Fire Service	2017-2018
Moderator for 2016 Research Symposium for the <i>International Fire Service Journal of Leadership and Management</i>	July 2016
Nominations and Elections Committee for the International Fire Service Training Association Winter Conference	January 2015
Facilitator for 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 <i>Data Appreciation</i> 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
 <u>International Fire Service Training Association Validation Committees</u>	
Orientation and Terminology, 6 <sup>th</sup> Edition	2015
Chief Officer, 3 <sup>rd</sup> Edition	2013
 <u>Center for Public Safety Excellence Peer Review Teams</u>	
Hartford, Vermont	2014
Bowling Green, OH	2012
 <u>Textbook Review</u>	
Tactical Resiliency for Firefighters, 1 <sup>st</sup> Edition – Penwell Publishing	2017
Firefighting Strategy and Tactics, 3 <sup>rd</sup> Edition – Jones and Bartlett	2014

