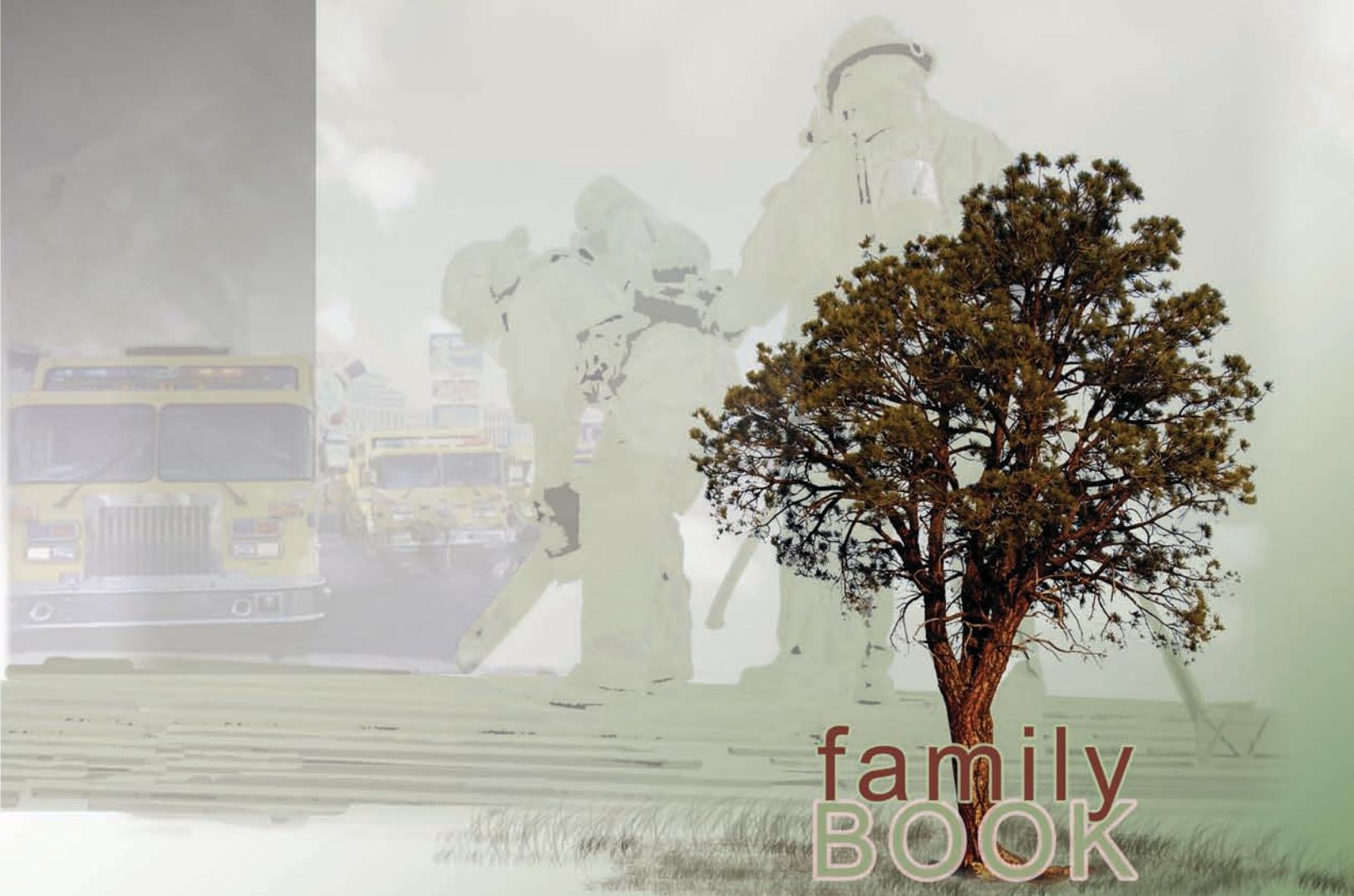


**Clark County
Fire Department**

2007 Annual Report



**family
BOOK**

Mission Statement:

To provide optimum protection and prevention for our residents and visitors with the highest level of valor, integrity, commitment, teamwork, and community involvement.

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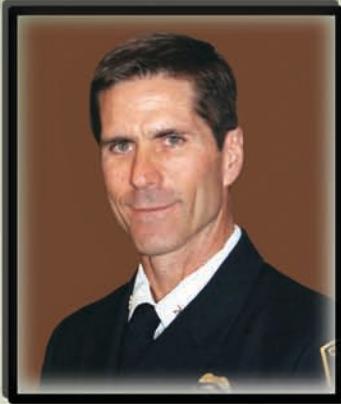
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Welcome to our 2007 Annual Report

By any measure, 2007 was a very successful year for the Clark County Fire Department. This report highlights our 2007 accomplishments and what we expect to accomplish in 2008. Briefly, here are some of what we have learned and accomplished during the past year.

The Clark County Fire Department has come to learn that managing growth will continue to be one of our most critical and difficult tasks. We can only do so with the ongoing support of the citizens, Board of County Commissioners, and County Management. We will maintain our focus on the areas experiencing the most significant growth, the Las Vegas Strip, with the expected opening of two new fire stations.

Even as we grappled with growth, we continued to evolve into an all hazards mitigation organization. At the same time, we strived to expand and enhance our fire suppression, emergency medical, and fire prevention services, successfully achieving our basic mission.

We have opened a fire station to serve the valley's southeast area. We continue to maximize our limited resources by upgrading engine companies to paramedic certification and deploying two additional rescue units in high-demand areas. We have entered partnerships with the resort community to provide resources to offset the impacts of growth, while we review and revise current programs to ensure maintenance of their fire safety systems.

Seeking to expand our overall response capability, we have deployed two CBRNE units to enhance our homeland security and hazardous materials response abilities. We also assisted surrounding communities by sending strike teams, composed of paid and volunteer fire personnel, to assist with their ravaging wildland fire emergencies.

As always, many department members were also very active in our community. Through their efforts, significant contributions were made to enhance the quality of life of many of our citizens. Your efforts are truly appreciated.

As you review this report, you will recognize the pride, passion, and professionalism our members display as they provide the highest level of emergency response and public safety services to our citizens and visitors.

We look forward to 2008 and the new opportunities ahead!

Steven M. Smith
Fire Chief







About The Clark County Fire Department Family



FUNCTIONAL ORGANIZATION



Steven M. Smith
Fire Chief



Stephen Ratigan
Sr. Deputy Fire Chief



Alan Osborne
Deputy Fire Chief



Gary Sepich
Deputy Fire Chief



William Kourim
Deputy Fire Chief



Girard Page
Deputy Fire Chief



Kevin Chapman
Deputy Fire Chief



Sandra Baker
Assistant Fire Chief



Russ Cameron
Assistant Fire Chief



Fernandez Leary
Assistant Fire Chief



Ed Zagalo
Strategic Services
Manager



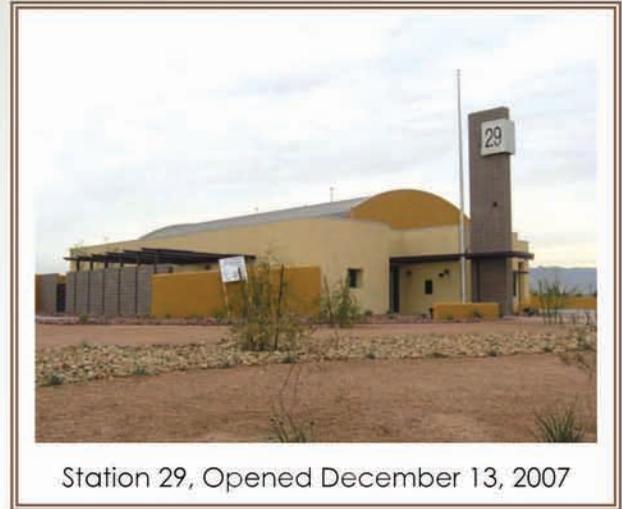
Michael Ware
Administrative Services
Manager



CCFD STORY



Station 11, Opened January 1, 1954



Station 29, Opened December 13, 2007

FACTS:

The Clark County Fire Department (CCFD) was established November 23, 1953, and opened its first fire station on January 1, 1954. The department began operations with two crews of four men and one piece of equipment. Prior to that date, personnel responded from the Las Vegas Fire Department station and worked only day shifts.

Today, the department has a total of 39 fire stations, 26 paid and 13 volunteers, and serves a population of approximately 877,233 in the unincorporated area of Clark County. The CCFD currently consist of 763 full-time positions: 632 suppression personnel, 8 plan checkers, 35 fire inspectors, 1 fire protection engineer, 1 chemical engineer, 10 training personnel, and 76 support staff. In addition, there are approximately 350 volunteers in stations located in the County's rural areas. The department consists of seven major divisions: Operations, Community Preparedness, Fire & Hazard Prevention Services, Rural Services, Support Services, Strategic Services, and Administrative Services.

The department maintains automatic and mutual aid agreements with surrounding jurisdictions, i.e, the cities of Las Vegas, North Las Vegas, Henderson, Boulder City, Mesquite, and others. There is a joint effort by all local entities to ensure and provide the best possible level of fire and emergency medical support to all residents and visitors of Clark County.



FIRE ADMINISTRATIONS' STORY

BY STEPHEN R. RATIGAN, SR. DEPUTY FIRE CHIEF



Sr. Deputy Fire Chief Ratigan is a 29-year member of the Clark County Fire Department and currently oversees the Fire Administration efforts for the department. He started his career in 1978 promoting through the ranks of Firefighter, Engineer, Captain, and Battalion Chief.

Chief Ratigan previously oversaw the Operations Division for the department. Those responsibilities included all fire and emergency medical services, Aircraft Rescue Fire Fighting (ARFF) Services at McCarran International Airport, and the Federal Emergency Management Administration (FEMA) Nevada Task Force 1 Urban Search and Rescue Team.

Sr. Deputy Fire Chief Ratigan is responsible for the direct oversight and coordination of the functional areas within the department:

- Operations
- Community Preparedness
- Fire and Hazard Prevention Services
- Support Services
- Rural Services
- Strategic Services

Chief Ratigan's additional duties include assuming the duties of the fire chief in his absence; developing and implementing solutions for collective bargaining agreements with International Association of Fire Fighters (IAFF) Local 1908 and Service Employees International Union (SEIU); creates and implements policies and procedures that best serve the department; manages process improvements; assists with establishing performance measurements; reviews safety procedures and policies and makes recommendations for improvements; coordinates the preparation and administration of the department's annual budget; and takes command of major emergencies.



OPERATIONS' STORY

BY: ALAN OSBORNE, DEPUTY FIRE CHIEF



Deputy Fire Chief Alan M. Osborne is a native Las Vegas who joined the department as a Firefighter on October 23, 1978. Chief Osborne served as a Firefighter/Paramedic before promoting through the ranks of Engineer, Captain, and Battalion Chief.

As a Captain, Chief Osborne was a member of the CCFD Hazardous Materials Team and responded to many of the significant hazmat incidents that occurred over the years. Some of these major incidents included the Pioneer chlorine release, PepCon explosion, Henderson anthrax scare, and the AeroTech fire.

Chief Osborne was promoted to Deputy Fire Chief in 2007, and immediately assumed the duties and responsibilities of overseeing the Operations Division.



About the Division:

The Operations Division is primarily responsible for serving the citizens and visitors within Clark County by responding to fire and medical emergencies. The department has 26 fire stations, staffed 24 hours a day, 7 days a week. These stations include two remote stations located in Laughlin, Nevada, and one remote station located in Jean, Nevada. Six hundred thirty-two firefighters staff these stations. Another 28 firefighters are scheduled to join the ranks in early 2008 after completing a recruit academy that began in late 2007.

In addition to fire and emergency medical response, the Operations Division includes specially trained teams of personnel that respond to hazardous materials and technical rescue (heavy rescue) incidents. The division also includes a fire station at McCarran International Airport where personnel are trained to recognized ARFF standards.



Many of our members also serve the community and the Nation as members of the FEMA Nevada Task Force 1 Urban Search and Rescue team. The department is the sponsoring agency for this team.

2007 Accomplishments:

- Redistribution of resources to level the workload and reduce response times providing improved customer service.
- Upgraded Engines 27 and 38 to Advanced Life Support (ALS) status.
- Placed Rescues 318 and 227, both ALS, into service.
- Participated in several interagency drills to improve the emergency response capabilities of all fire department emergency response personnel.
- Implemented air-management procedures as a safety measure for our fire suppression personnel.
- Refined the valley-wide Rapid Intervention Team (RIT) procedures through numerous scenario-based drills.
- Supported several major events throughout the year, including the New Year's Eve event, presidential visits, NASCAR races, etc.
- Placed two 3,000-gallon Striker ARFF units in service at McCarran International Airport Fire Station 13.
- Completed peer review of the department's FEMA Nevada Task Force and addressed corrective actions to regain deployable status.
- Achieved certification of all FEMA Nevada Task Force canines.
- Diversified the membership of the FEMA Nevada Task Force team by including members from other agency fire services within the valley.

2008 Goals & Objectives:

- Participate in the development of the department's Strategic Plan.
- Provide opportunities for employee development.
- Achieve compliance with National Incident Management System requirements as mandated by the Federal Government.
- Continue to evaluate our Response Model and Standards of Coverage to address response times and customer service needs.
- Implement the valley-wide "High-Rise" procedures that have been developed by representatives from all the fire departments within the valley.
- Continue to support "Community Service Requests" and special events.
- Continue to support and enhance the capabilities and response of the FEMA Nevada Task Force 1 Urban Search and Rescue Team.



COMMUNITY PREPAREDNESS' STORY

BY: GARY SEPICH, DEPUTY FIRE CHIEF



Deputy Fire Chief Gary M. Sepich has been the Deputy Fire Chief assigned to lead the Community Preparedness Division for the last two years. He began his career with the department in 1978 as a recruit Firefighter and Paramedic. Most of his last 29 years have been spent as a line Firefighter, Engineer, and Captain at some of Clark County's busiest and unusually challenging fire stations. He began his service in the administrative ranks in December 1998. Chief Sepich's duties, in addition to administrative responsibilities, include responding as an incident manager to above-normal and high-threat emergencies when they occur. This helps to fulfill an essential function of Clark County's responsibility to provide a safe community for its citizens and visitors.

Chief Sepich retired on February 1, 2008. Assistant Fire Chief Russ Cameron has temporarily been assigned to assume Chief Sepich's responsibilities.

About the Division:

The Community Preparedness Division is unique among the fire department divisions as it provides both internal and external service functions. Internally, the Training Section of the division provides entry level and continuing education to the fire department's staff from urban and rural venues throughout the County. The Hazardous Materials Section provides specialized training to CCFD members and other regional public safety agencies. In addition, this section provides professional fire engineering services for support at emergency incidents and engages in prevention activities by conducting community drills and inspections. Members of the Community Preparedness Division also carry out the Fire Investigation, Homeland Security and Emergency Management responsibilities of the department. The functions of these sections are examples of the external services provided by this division.

An interesting and important responsibility of the Community Preparedness Division is administration of the Fire Explorer Post. This section provides training, mentoring, and recruitment opportunities for young persons interested in becoming Clark County Firefighters. The Explorer Post is a community outreach tool enabling the department to touch those who are disadvantaged and otherwise would not have a chance to be exposed to fire service career information.

There are three positions that directly report to Deputy Fire Chief Sepich and 18 members comprise the staffing of the Community Preparedness Division.



2007 Accomplishments:

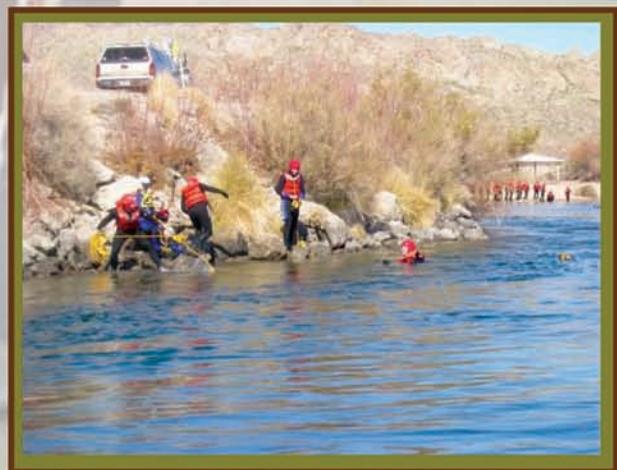
- Provided over 240 hours of training for each member of the Fire Operations Division of the department.
- Completed two recruit academies.
- Participated in several community-wide drills and exercises.
- Conducted Chemical Biological Radiological Nuclear Explosive (CBRNE) training and drills for six specialized units within the department.
- Conducted over 700 cause and origin investigations resulting in 10 adult and 15 juvenile arrests.
- Held a five-day Explorer Summer Camp for disadvantaged youth, which helped to instill motivation to stay in school and develop skills to pursue a productive career in the fire service.
- Completed concept plan for the development and relocation of the Fire Training Center.



2008 Goals & Objectives:

The Community Preparedness Division will sustain current efforts to meet all applicable required standards and obligations for Training, Hazardous Materials Services, Fire Investigation, and Homeland Security functions. To accomplish these goals the following objectives are set for 2008:

- Develop plans for distance education delivery system.
- Fully implement a Firefighter Air Management Program.
- Prepare for relocation of the Fire Training Center.
- Participate fully in already scheduled community drills and exercises.
- Develop and management three special training exercises to enhance domestic preparedness.
- Assist the Operations Division with their development of a revised and enhanced High Rise Pre-Plan.
- Deliver advanced Incident Command System Training to all company officers.
- Deliver safety training that follows the Clark County Safety Plan requirements.
- Plan and deliver Wildland Fire Training to a specified group of responders within the department.
- Integrate the various specialized training functions of ARFF and emergency medical services under the umbrella of the Community Preparedness Division.
- Assist in the certification of rural volunteers as Nevada State Firefighter 1.
- Facilitate Peace Officer Safety Training for fire investigators.



FIRE & HAZARD PREVENTIONS' STORY

BY: GIRARD PAGE, DEPUTY FIRE CHIEF AND
SANDRA BAKER, ASSISTANT FIRE CHIEF



Deputy Fire Chief Girard Page has been a member of the CCFD family for approximately six years. He first joined the department in August 2000 as a Chemical Engineer. His promotion to Deputy Fire Chief of the Fire & Hazards Prevention Services Division occurred in February 2007. He earned his Bachelor's of Science Degree in Chemical Engineering from the University of Utah in 1982. He successfully completed the Certificate of Management Program from the Division of Continuing Education at the University of Utah in 1991, the CCFD Hazardous Materials Technician Training Program in 2006, and is a graduate of the Clark County Leadership Forum Class of 2000. His areas of expertise include: industrial chemical and mineral manufacturing, quality assurance engineering, and management in the aerospace industry.



Assistant Fire Chief Sandra Baker has been a member of the Clark County Fire Department family since February of 1991. She was promoted to the position of Fire Inspector while she was employed as a Communications Specialist in the Fire Alarm Dispatch Office. As a Fire Inspector, she developed expertise in fire and life safety code enforcement and public education. In 1998, she was promoted to the position of Deputy Fire Marshal. On January 16, 2001, she was again promoted to the distinctive position of Assistant Fire Chief. Her achievement of both appointments is further highlighted by the fact that she is the first female in the department to hold both of these positions and she is also the first African-American female Chief Officer in Nevada. She was educated in Colorado attending Pikes Peak Community College and the University of Colorado.

About the Division:

The goal of the Fire & Hazards Prevention Services Division is to provide the highest level of public safety possible to our community, within available resources and means, and provide value added and cost effective fire code related customer services; and actively support the mission of the Clark County Fire Department. Specifically, under the Fire Chief's direction, the division is authorized to enforce all ordinances of the jurisdiction pertaining to:

- The prevention of fire.
- The storage, use, and handling of hazardous materials.



- The installation and maintenance of automatic, manual and other private fire alarm systems and fire-extinguishing equipment.
- The maintenance and regulation of fire escapes and exits.
- The maintenance of fire protection and the elimination of fire hazards on land and in buildings, structures, and other property, including those under construction.
- The maintenance of means of egress.

2007 Accomplishments:

- Authorized to update Permit Fee Schedule.
- Completed Hazardous Materials Mapping Process for emergency responders.
- Developed guidelines for assembly, exhibits, trade shows, and special events.
- Assisted with the successfully negotiated development agreements for a total of \$2,609,200 to augment Fire & Hazard Prevention Services staffing levels.
- Completed inspections for major construction projects: 13 high rise and 13 low rise.
- Facilitated successful implosion for three major projects (i.e., Stardust, New Frontier, and Boardwalk).

2008 Goals & Objectives:

- Implement the new Fire Prevention Permit Fee Schedule.
- Assist residents and business owners in understanding and maintaining fire code compliance by providing clear and concise guidelines showing the un-informed customer how to comply with the fire code.
- Provide public education and information campaigns and present training opportunities to our communities.
- Work closely with other county, state, and federal regulatory agencies and departments to promote fire safety, and to eliminate unnecessary duplication of efforts.
- Provide a leadership-based management structure that welcomes and encourages employees, customers, and the general public to present meaningful input as appropriate.





RURAL SERVICES' STORY

BY: WILLIAM KOURIM, DEPUTY FIRE CHIEF



Deputy Fire Chief William R. Kourim is a 15-year member of the department and served as Deputy Fire Chief during those years. He was originally hired by the Henderson Fire Department and served Henderson for 14 years as Firefighter, Engineer, Captain, and Battalion Chief prior to being hired by the department in 1992. Chief Kourim oversaw several divisions within the department. He began his career with the department over Support Services Division and most of his time was spent to manage Laughlin and the Rural Services Division.

Chief Kourim retired on January 4, 2008. Assistant Fire Chief Fernandez Leary has temporarily been assigned to assume Chief Kourim's responsibilities.



About the Division:

The Rural Services Division is unique among the fire department divisions encompassing volunteer stations. There are 13 volunteer stations with approximately 200 volunteers, among those, are 150 that have wildland training to help fight wildland fires throughout the western states. Volunteers also respond to all fires and emergency medical responses.

Members of the Rural Services Division conduct continuing education training in both fire and emergency medical services on a monthly basis. In addition, wildland and entry-level firefighter trainings are being conducted twice a year.



Two of the members of the Rural Services Division are members of a Federal Incident Management Team that can respond to major incidents anywhere in the western United States.

Besides the volunteer firefighters, there are two rural coordinators comprising the staffing for the Rural Services Division.

2007 Accomplishments:

- Recertified 130 volunteer firefighters in wildland training.
- Sent Strike Teams which mainly consist of volunteer firefighters and rural coordinators to Elko, Nevada, and San Diego, California, to assist with wildland fires.
- Sent a rural coordinator to Idaho on a Federal Incident Management Team to assist with wildland fires.
- Forty new volunteers completed entry-level firefighter training.
- Established radio communications in Lee Canyon at Mount Charleston, which included the Ski and Snowboard Resort.
- Certified 16 volunteer units with the Southern Nevada Health District. These units include three ALS rescues, seven Intermediate Life Support (ILS) rescues and six ILS squads.

2008 Goals & Objectives:

- Certify all volunteer firefighters to Firefighter Level 1.
- Continue to provide monthly training for fire and emergency medical services for all volunteer firefighters.
- Purchase a new water tender for Fire Station 75 located at Searchlight, Nevada.
- Purchase a new engine for Fire Station 74 located at Overton, Nevada.
- Continue to conduct classes, such as entry-level firefighter and basic wildland firefighters, available for all volunteers.
- Continue to conduct Wildland Refresher Training for 130 volunteer firefighters.



SUPPORT SERVICES' STORY

BY: KEVIN CHAPMAN, DEPUTY FIRE CHIEF



Deputy Fire Chief Kevin Chapman is a Nevada native and has been with the department for 27 years. He began his career as a Firefighter on January 5, 1981, was promoted to an Engineer and a Fire Captain prior to being promoted to his current position in November 1997. His expedient hiring, along with seven other recruits, was as a result of the MGM Fire of November 1980. Along with several significant events, Chief Chapman experienced the Hilton Fire of 1981. He has served as President of Southern Nevada Fire Chiefs Association and of the National Forum for Black Public Administrators for multiple terms. Some of his significant accomplishments in his current position consist of replacing the urban area fire and Emergency Medical Services (EMS) fleet and negotiating the purchase of several CBRNE units.

About the Division:

The Support Services Division provides support to the department in several areas. This division is responsible for keeping more than 168 emergency vehicles in service and available for response. They also oversee the construction and remodeling of fire stations; the maintenance and acquisition of computer systems; the design and implementation of computer application; the upkeep of communication systems, including emergency radios and cell phones; and the maintenance of the life support systems. In addition, the division manages the department's warehouse, which provides supplies to fire stations, as well as personal protective equipment for emergency staff. The Support Services is also responsible for maintaining the Fire Dispatch System. This is the emergency dispatching system for fire and medical incidents and is utilized by three valley fire departments.

There are three positions that directly report to Deputy Chief Chapman and 23 members that comprise the staffing of the Support Services Division.

2007 Accomplishments:

- Opening of Fire Station 29 located at the corner of Paradise and Eldorado Lane. This station will serve the southeast area of the valley.
- Fire Station 18's lobby reconstruction enhanced customer service by centralizing an information person and making the most frequently used processes more accessible to the public.
- Two additional CBRNE units were purchased increasing the department's capabilities when responding to hazardous materials incidents.



- Two pumpers were added keeping our fleet up to date and avoiding delays due to mechanical problems on older pieces of apparatus.
- Replaced 22 support vehicles, most with hybrid fuel tanks, thus conserving energy and adapting a "green" attitude.

2008 Goals & Objectives:

Improve the Support Services Division's ability to deliver optimum service to the operations and prevention areas of the department, while focusing on efficiency and the safety of our personnel and better resource management.

- Seek methods to enhance department security measures.
- Establish a Department Project Management and Reporting System for new construction and remodels.
- Establish an alternative Fire Alarm Office Dispatch site and system.
- Establish a Southern Nevada Consortium for purchasing fire apparatus.
- Improve the department's overall communication through better use of Information Technology.
- Provide a program to ensure that current facilities, equipment, and apparatus are properly maintained.
- Complete the construction of Fire Station 66 (Mountain's Edge).
- Complete the remodeling of Fire Stations 15, 20, and 22.
- Complete the designs for Fire Stations 33 and 32 (Resort Corridor).
- Continue to improve station security.



FIRE INVESTIGATIONS' AND HOMELAND SECURITIES' STORIES

BY: FERNANDEZ LEARY, ASSISTANT FIRE CHIEF



Assistant Fire Chief Fernandez J. Leary has been the Assistant Fire Chief over the Fire Investigation Division for the past three years. He began his career with the department in 1992. Chief Leary served as a Firefighter/Paramedic before promoting through the ranks of Engineer and Captain. Chief Leary began working in the department's administrative ranks in 2004 leading the department's homeland security section. Chief Leary's duties entail Homeland Security, Fire Investigations, Rural Coordination, and Incident Management for high-threat emergencies when they occur.

About the Division:

I. FIRE INVESTIGATION DIVISION

The Fire Investigation Division stands apart from normal fire department duties. The division consists of six full-time Police Officers Standards and Training (POST) officers. There are functions performed by the division internally that are confidential in nature and are rendered protected by law, including background checks and employee notifications. Externally, the Fire Investigation Division serves the people of Clark County by providing fire investigators trained in conducting origin and cause determinations.

The Fire Investigation Division works closely with other agencies, such as the Bureau of Alcohol Tobacco and Fire Arms, the Attorney Generals Office, Las Vegas Metropolitan Police Department (LVMPD), Federal Bureau of Investigations, Clark County District Attorney, Juvenile Justice, and Las Vegas Justice Court. Each agency relies on each other for professional assistance and guidance especially when working with fires that are exceptional in nature.

The Fire Investigation Division is an active member of the Youth Fire Setters Program that is run in conjunction with the City of Henderson Fire Department, North Las Vegas Fire Department, Las Vegas Fire and Rescue, LVMPD, Clark County School Police, and Henderson Police Department. Each member of the division plays a significant role in assisting the County, as a whole, by providing a program aimed at helping the juveniles that are mandated by our court system to attend. The program also provides the families with counseling services and other services as needed.



II. HOMELAND SECURITY DIVISION

The Homeland Security Division is the department's liaison to the Public Safety community that is responsible for mitigation on emergency preparedness, response, and recovery from all hazards both man-made and natural. The division is also responsible for information sharing and critical infrastructure protection. This is accomplished through automatic and mutual aid agreements, memorandums of understanding, and collaborative efforts with other agencies. The division is a part of the Urban Area Working Group, the Emergency Management Coordinators Group, Local Emergency Planning Committee, and the State of Nevada Homeland Security Grant Program Working Group. The division represents the department in the Unified Command Post that is established during the many major events that take place in Las Vegas. In addition, the division is a representative of the Regional Fire Service in the Southern Nevada Fusion Center, which is responsible for intelligence gathering, critical infrastructure protection, and information sharing for all hazards.

2007 Accomplishments:

- Developed new procedures and policies for better efficiency within the division.
- Successfully completed bi-annual audit of Nevada National Criminal Justice Information System.
- Provided advanced training in firearms and defensive tactics to investigators.
- Increased participation in Youth Fire Setters Program.
- Participated in major events such as NBA All Star Week, Las Vegas Grand Prix, NASCAR, Laughlin River Run, Las Vegas Marathon, and New Year's Eve Celebration.
- Participated in multi-agency drills and exercise such as McCarran Airport full-scale exercise, CCFD and Federal Bureau of Investigation full-scale hazmat exercise, Bureau of Reclamation Hoover Dam tabletop exercise, etc.

2008 Goals & Objectives:

- Continue to refine procedures and policies within the division to better serve the community and department.
- Provide advanced training in law enforcement and arson investigation techniques.
- Provide training for company officers in origin and cause determination.
- Provide opportunities for investigators to become trainers for the division.
- Maintain the working relationship with other agencies and jurisdictions.



EMERGENCY MEDICAL SERVICES' STORY

BY: RUSS CAMERON, ASSISTANT FIRE CHIEF



Assistant Fire Chief Russell J. Cameron has been the Assistant Fire Chief assigned to lead EMS for the last two years. He began his career with the department in 1988 as a Firefighter and a Paramedic after several years as a CCFD Volunteer and in private industry. Most of his career has been spent as a line Firefighter, Engineer, and EMS Supervisor. He joined the administrative ranks in July of 2004. In addition to EMS, he directs a staff of nine who oversee Operations and Coordination, EMS Training, EMS Quality Assurance, and department-wide Worker's Compensation and Infection Control.

About the Division:

EMS Operations has been an area of intense focus over the last two years. Tremendous growth in area population and subsequent 9-1-1 emergency medical services requests prompted development of new and creative strategies for Advanced Life Support (ALS) unit placement and dispatching. An aggressive campaign to upgrade responding CCFD intermediate level care units to ALS led to a 40% increase in ALS fire engines making all of them, but two engines, paramedic equipped. An analysis of community 9-1-1 core demand zones was performed and part-time paramedic rescue units were placed into service during times of peak demand for 9-1-1 calls.

Movement of paramedic rescues from slower areas to core demand zones provided better utilization of critical resources. ALS unit dispatching policies were also changed in multiple areas of the community to provide better call volume distribution of ALS units. A successful trial of special computerized equipment for dispatching units in a more efficient and effective manner was performed at the central fire station and will be included in all new fire station construction. Three EMS supervisors provide 24-hour in-field medical supervision and support to fire and rescue crews.

EMS Training provides basic level through advanced emergency medical services training to all EMS certified employees of CCFD. It provides entry-level medical certification through ongoing re-certification medical training for all paid and volunteer CCFD employees in Las Vegas and 13 rural Clark County communities. All medical training for paramedics and emergency medical technicians is performed to National Registry hours and standards making the department the only Southern Nevada Agency delivering training to this standard and intensity. The department's EMS Training utilizes cutting edge equipment and internet-based technology. EMS Training also works closely with Quality Assurance to identify training needs and implementing them anywhere in the County in a rapid and effective manner.



Quality Assurance and Infection Control functions under this division and is staffed with two full-time critical care licensed nurses who deliver crucial services to the entire paid and volunteer departments. The Quality Assurance Administrator is responsible for certification and licensure/records management for all employees, medical chart audits, medical oversight management and training, and Health District protocol interpretation and implementation. In addition, this position plays an important role as an Interagency Medical Liaison. Quality Assurance is also involved in the role in the development of new internal policies and procedures helping to ensure local health regulation requirements are met.



Responsibilities of Infection Control Nurse include ongoing immunization, vaccine administration, and records management for all CCFD paid and volunteer employees. The Infection Control Nurse also provides critical employee services for in field exposures to blood borne pathogens and infectious diseases, administers the employee physical exams, develops policies and procedures for infection prevention and control. The CCFD Infection Control Nurse also designs and actively participates in a number of vital community immunization and health services events that have benefited many of our citizens.

2007 Accomplishments:

- Upgraded additional engines to ALS status.
- Added additional ALS rescues into service.
- Implemented plans to improve emergency response unit coverage.
- Assisted in upgrading the station electronic dispatching equipment.
- Evaluated and purchased new ALS EKG units/equipment.
- Designed and implemented a new controlled substance security system and DEA/Board of Pharmacology approved wasting procedure for EMS.
- Developed a standardized preceptor manual.
- Implemented and designed National Registry Compliant Training System.
- Conducted EMS training and ensured certification and licensure for all employees and new recruit firefighters.
- Designed and implemented new internal recordkeeping systems for EMS training.
- Continued efforts to pioneer a field electronic reporting system.
- Created a new re-certification recordkeeping and tracking system.
- Added tetanus vaccine for CCFD personnel and enhanced recordkeeping.
- Implemented National Fire Protection Association (NFPA) standards for employee physical exams.
- Enhanced employee medical Personal Protective Equipment.



- Participated with other agencies to improve hospital transfer of care times.
- Participated with non-profit organizations for community immunization drives and health fairs on the state and local levels.

2008 Goals & Objectives:

- Continue to coordinate with other agencies to improve the existing Mass Casualty Incident Plan.
- Upgrade all full-time engines to ALS level.
- Standardization of EKG/Cardiac monitoring equipment.
- Search for methods of improving the paramedic recruitment process.
- Establish a partnership with UMC to create Clark County Unified Paramedic Program.
- Initiate an agreement with University of Nevada School of Medicine for medical resident rides on CCFD equipment.
- Continue to work with private industry to improve EMS service delivery throughout Clark County.
- Evaluate the delivery of emergency services in rural areas of Clark County.
- Continue to analyze the electronic patient care records options.
- Develop a plan for cost recovery on patient transports.
- Expansion of the Clark County Unified Paramedic Program.
- Ensure communications interoperability with ambulance companies on large- scale incidents.
- Continue to participate in valley-wide EMS working groups.



STRATEGIC SERVICES' STORY

BY: ED ZAGALO, STRATEGIC SERVICES MANAGER



Strategic Services Manager Ed Zagalo is a 16-year County employee who returned for a second tour of duty with the department in May 2007. Mr. Zagalo began his County career in November 1992 with the Department of Social Service, then promoted to the Department of Finance in March 1996. From there, he promoted into the Fire Department where he managed the department's budget for five years prior to returning to the Department of Finance for another five years. Prior to working with Clark County, he spent 13 years with the United States General Accounting Office where he reviewed federal programs to evaluate their effectiveness and the economy, efficiency, and legality with which they are administered. He is the principal author of two reports to the United States Congress, and has taught courses where both county and federal employees learned how to conduct policy analysis.

About the Division:

The Strategic Services Division is responsible for long-range planning and financial management. These functions include assisting site selection and land acquisition for new fire stations; estimating the impact major projects will have on fire services and negotiating with developers to mitigate the impact; maintaining and releasing department statistical data for various reports, such as NFPA, International Association of Fire Fighters, International City/County Management Association, etc.; managing the Board of County Commissioners agenda process for the department; preparing and managing the department's operating, capital, and supplemental budgets; processing purchase requisitions and paying invoices; and processing and collecting the fees for Fire Prevention plan reviews, inspections, and overtime.

The Finance Division facilitates the planning and operation of all other divisions within the department, as well as fee collection for the Fire & Hazard Prevention Division Special Revenue Fund. The division processes purchase requisitions and payments for all items purchased for daily operation, as well as many of the capital equipment and IT purchases, of the department. The division also processes fees for plan review, permits, inspector overtime, etc., for the Fire & Hazard Prevention Division Special Revenue Fund.



2007 Accomplishments:

- Refined the analytical tool used in predicting the impact major projects have on the fire department, and the mitigation needed to offset these impacts.
- Successfully negotiated development agreements with eight major developers: Echelon Place, Fontainebleau, LV Sands Expo, Potosi, Alexander Villas, Gemstone, Palazzo, and Hard Rock, with total cash contributions of approximately \$13.7 million.
- Revised the department's FY 08-12 Capital Improvement Budget to fund the \$6.2 million in unfunded capital projects in the recently signed firefighters contract and accelerated the rebuild of Fire Stations 20 and 22 (approximately \$10 million).
- Acquired fire station site (Fire Stations 33) that will mainly serve the Resort Corridor.
- Developed the financial structure needed for the fire department to sponsor its own paramedic school.
- Processed 2,200 purchase requisitions and over \$12 million in invoice payments.
- Staff collected over \$4.1 million in revenue for the Fire & Hazard Prevention Division Special Revenue Fund, a 14% increase over 2006.
- Intake staff processed over 20,000 plan submittals.

2008 Goals & Objectives:

- Validate the model used to predict the impact that major projects have on the fire department.
- Complete the analytical work needed to support an increase in Fire Prevention Bureau payment and fee schedule.
- Continue to identify possible sites for land acquisition.
- Search for methods of improving efficiencies and effectiveness within the organization, such as implementing automation systems for ongoing projects.
- Continue to seek grant opportunities for the department.
- Reduce purchase request processing time to five business days.
- Complete FY 09 Strategic Plan.
- Reorganize the fee collection process and procedures.



ADMINISTRATIVE SERVICES' STORY

BY: MICHAEL WARE, ADMINISTRATIVE SERVICES MANAGER



Administrative Services Manager Michael Ware is relatively new to the department having joined the ranks of Fire Administration on September 13, 2006. Mr. Ware comes to the department by way of the Eighth Judicial District Court where he served the Court in the capacity of Human Resources Manager and eventually, Assistant Court Administrator. His primary role with Fire Administration is quite similar to his duties and responsibilities with the Court, i.e., coordination of all human resources programs and activities, labor and employee relations, and general administrative office management. He is a native of Detroit, Michigan, now living and working in Las Vegas for the past 22 years.

A former Congressional Intern (Capitol Hill, Washington, DC), Mr. Ware holds a Master's Degree in Public Administration with a minor in Criminal Law. In addition, he is nationally certified as a Professional in Human Resources Management. He has over 13 years of senior management experience. His other areas of expertise include mediation, facilitation, public speaking, emergency management, public information, equal employment, and Title VII compliance.

About the Division:

Administrative Services Division boasts approximately 11 staff members. This division is responsible for several key programs with department-wide implications. Primarily, the Administrative Services Division is responsible for the daily management of administrative support functions, such as front office management, administration of all staff recruitments/development/retention, payroll operations, coordination of all labor relations issues, employee relations, daily administration of two collective bargaining unit agreements, and staff compliance with all departmental and County-wide policies, procedures and administrative directives such as CCFD Rules and Regulations, Standard Operating Procedures, Administrative and Fiscal Directives, Merit Personnel System, Clark County Sexual Harassment Policy, all federal, state and local applicable laws, etc. In addition, the Employee Assistance Program (EAP) is administered through the Administrative Services Division along with Occupational Safety and Health Administration, American Disabilities Act, and Family Medical Leave Act compliance.



2007 Accomplishments:

- Successful coordination of the bi-annual Firefighter/Paramedic recruitment and the associated community outreach program. The focus of the community outreach is to increase the number of qualified applicants in the selection pool in an effort to insure a diverse work group reflective of the diverse community that we serve.
- Development and facilitation of several staff training programs/presentations in compliance with the collective bargaining agreement (IAFF Local 1908). Topics included Progressive Discipline and Substance Abuse Awareness. This special training initiative served to increase staff knowledge and education of key subject matter in the fire department.
- Established new Labor/Management committees for both major collective bargaining units: IAFF Local 1908 and SEIU.
- Recruitment and selection of key staff personnel positions, such as Office Services Manager and Administrative Secretary in Fire Administration.

2008 Goals & Objectives:

- Recruit and select a new EAP Specialist to manage the day-to-day operations of the department-wide Employee Assistance Program. This vital position provides valuable support services and guidance to all employees in times of crisis and or need of intervention to resolve career, domestic, economic, financial, health, or other matters. Our former EAP Specialist retired this year after ten years of service.
- Facilitate two new firefighter rookie academies to keep pace with the staffing needs of new fire stations coming on line in 2008. The addition of new firefighters will also insure the maintenance of current response times for fire and other first response service delivery to the community, i.e., medical and technical responses.
- Assist in the development of a new Strategic Plan designed to focus available resources (information, equipment, personnel, etc.) on priority initiatives, programs, and activities consistent with the overall values and mission of the department and Clark County local government. In addition, the Strategic Plan will enable the department to better understand the needs and expectations of the community we are sworn to serve and protect.
- Implementation of the County-wide Enterprise Resources Planning initiative. This "re-engineering" process includes the adoption of a new payroll system slated to come on line in late March 2008.
- Assist with the reorganization and realignment of personnel resources in the Fire Prevention Bureau to accommodate the efficient and effective assimilation of 19 new staff positions and to maximize the efficiency of current staff in the Bureau. The new positions will be recruited through the Administrative Services Division.





Family Gatherings and Special Events





Child Haven Christmas Celebration

Volunteers from the department assisted Firefighter Richard Prisbrey in organizing a Christmas celebration for the children of Child Haven. A collection of \$16,440, and five truckloads of used clothing, books, and toys were given to the children along with a party filled with food, activities, and lots of fun.

The Firefighters of Southern Nevada Burn Foundation, a non-profit organization, guided by valley firefighters from CCFD, Las Vegas Fire & Rescue, North Las Vegas Fire Department, and Henderson Fire Department, is a charitable organization that reaches out to the Southern Nevada community.

During the holiday season, the department helped collect donated toys for under privilege children.



Burn Foundation Toy Drive



There were no major incidents during the New Year's Eve firework display on the Strip. With over 300,000 attendees, only 40 medical calls were dispatched to the Strip.



New Year's Eve Fireworks - 2007



2007 - Christmas at Opportunity Village Magical Forest

Opportunity Village Magical Forest had their best year yet. With over 150,000 visitors, they were able to raise more than \$1.4 million. Members of the department showed their support by volunteering their time for this worthy event.

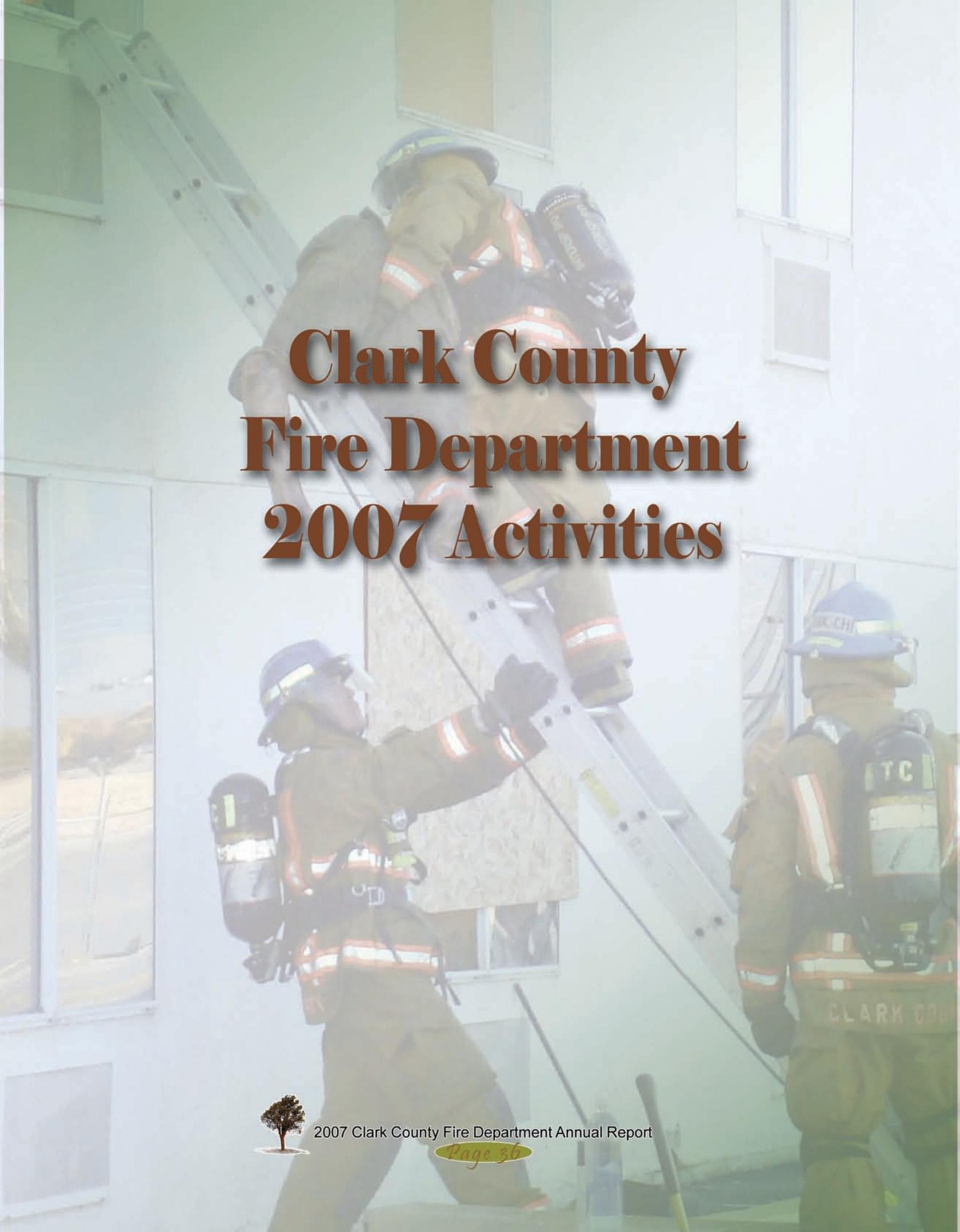
For almost 50 years, the Clark County Firefighters have participated in the annual Muscular Dystrophy Boot Drive. They use their boots and approach vehicles at intersections throughout Clark County to collect money to help the fight against Muscular Dystrophy.



Annual Boot Drive for Muscular Dystrophy







Clark County Fire Department 2007 Activities



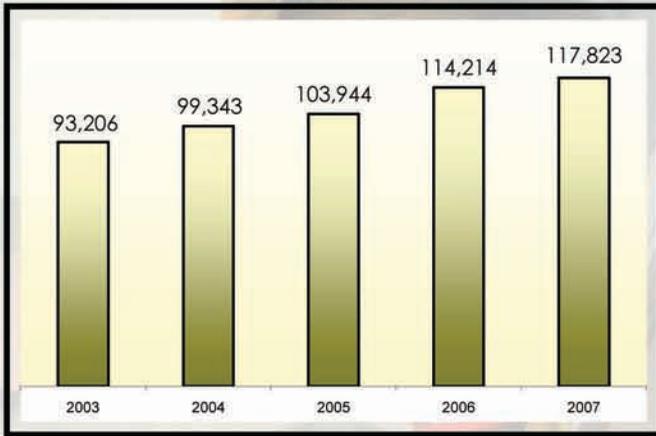


CLARK COUNTY 2007 Responses

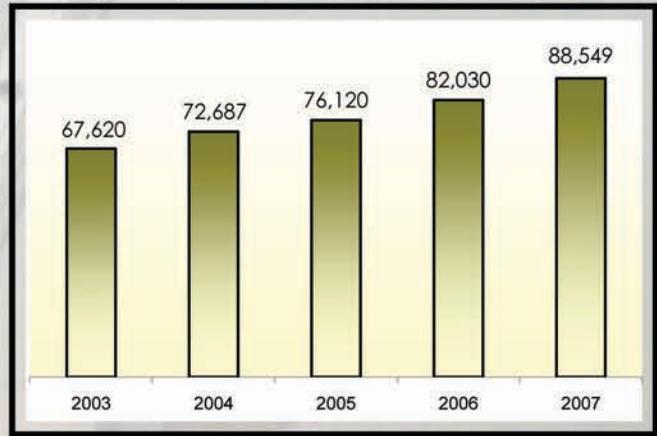
Response	Total	%
Fire	3,947	3%
Medical	88,549	75%
False Alarm	2,883	3%
Hazardous	1,090	1%
All Other	21,363	18%
TOTAL INCIDENTS	117,832	



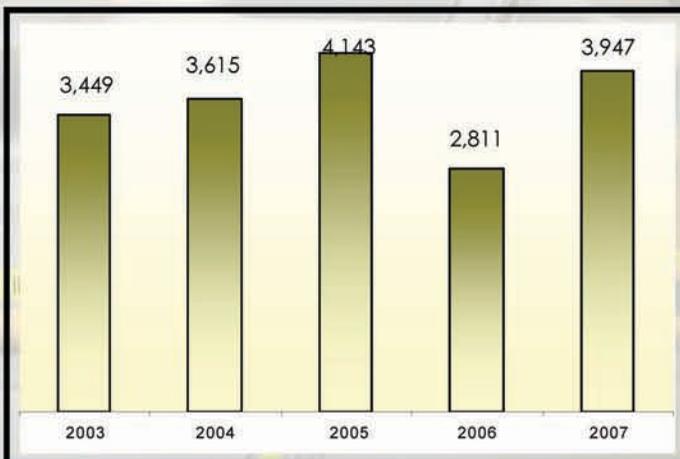
5-Year Overview of All Responses



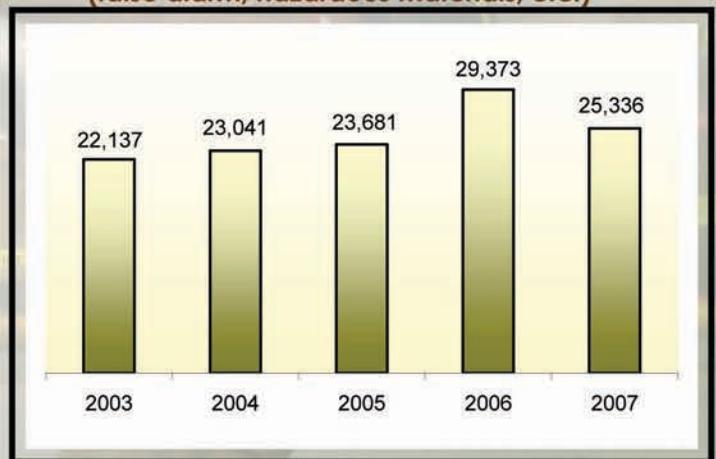
5-Year Overview of Emergency Medical Services Responses



5-Year Overview of Fire Responses



**5-Year Overview of Other Responses
(false alarm, hazardous materials, etc.)**



2007 Incident Overview

There were 951 structure fires in 2007.

STRUCTURE FIRES	NUMBER OF FIRES	DEATHS	INJURIES	ESTIMATED DAMAGE
Private Dwellings	374	2	19	\$ 14,576,626
Apartments	292	5	13	\$ 29,713,220
Hotels	53	0	1	\$ 214,720
All Other Residential	19	0	0	\$ 596,555
Public Assembly	54	0	1	\$ 1,993,788
Schools and Colleges	10	0	0	\$ 65
Health Care/Penal Institution	5	0	0	\$ 530,900
Stores and Offices	50	0	1	\$ 2,713,252
Industry Utility, Lab	5	0	0	\$ 795,502
Storage in Structure	17	0	0	\$ 343,100
Other Structure	72	0	0	\$ 184,921

Estimated dollar loss is as follows:

Category

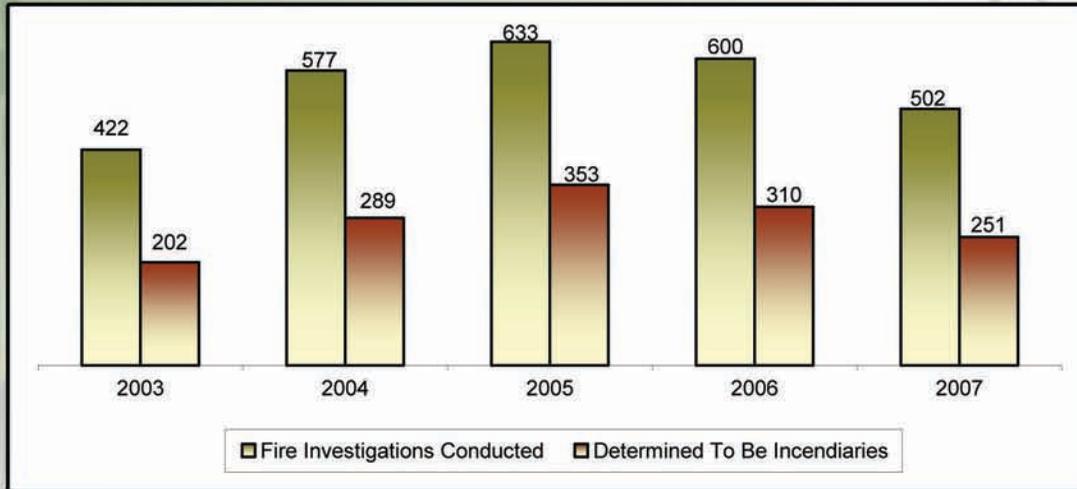
Residential Fires	\$45,101,121
Commercial/Other Structural Fires	\$ 6,561,528
Vehicle Fires	\$ 7,429,920
Non-structure/Non-vehicle, but with Value Involved	\$ 149,055
Dumpster, Trash, or Other Fire	\$ 106,666
Total Estimated Loss	\$59,348,290

Reported a total of 2,758 other fires for 2007.

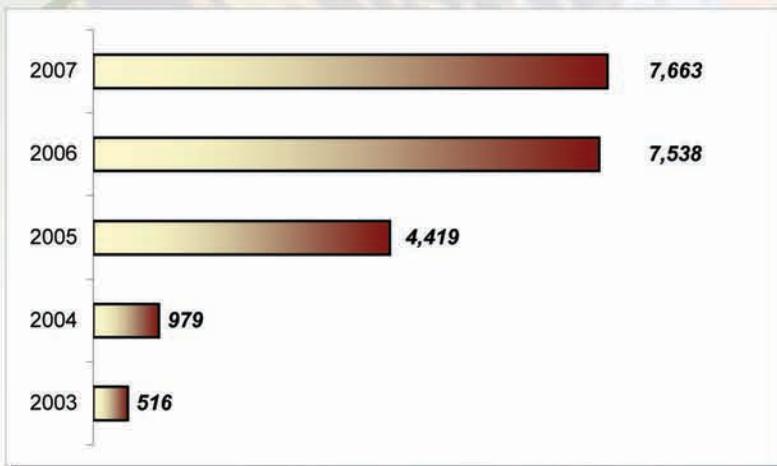
OTHER FIRES	NUMBER OF FIRES	DEATHS	INJURIES	ESTIMATED DAMAGE
Fires in Highway Vehicles	713	1	3	\$ 6,843,935
Fires in Other Vehicles	78	0	0	\$ 585,985
Fires Outside of Structures with Value Involved, but not Vehicles	136	0	1	\$ 149,055
Fires in Brush, Grass, Wild Land (excluding crops and timber)	369	0	1	N/A
Fires in Rubbish, Including Dumpsters (outside)	1,255	0	5	N/A
All Other Fires	195	0	0	\$ 106,666



Fire Investigations Conducted

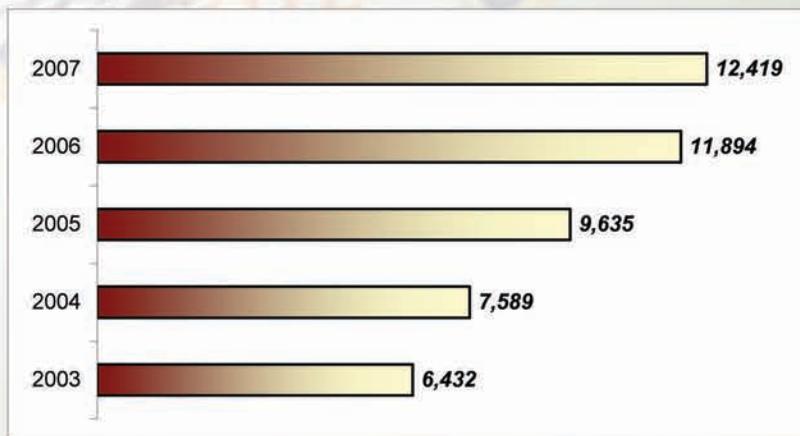


Fire & Hazard Prevention Services



5-Year Overview of Permits Issued

5-Year Overview of Plans Reviewed



Public Education

The Fire and Hazard Prevention Services has the responsibility to provide fire safety education to the community. This allows the fire department an opportunity for interaction between fire services professionals and the public they serve.

In 2007, the Fire and Hazard Prevention Services Division provided fire safety education to the community:

- Sesame Street Workshop
- Customized classes for special populations (i.e., senior citizens, individuals with special needs, etc.)
- Fire Prevention Month
- Firefighter classroom visits
- Youth Fire Settlers
- Safety Days/Health Fairs
- Drowning Prevention Movie Theatre Campaign

The division also participated in other charitable and Fire Prevention related events.

- Nevada Reading Week
- Visit to school from engine crew
- DJs for PJs (to benefit children of Child Haven)
- Payback
- Scheduled station tours
- Clark County Fair



Acknowledgements

Board of County Commissioners:

Rory Reid, Chairman
Chip Maxfield, Vice-Chairman
Susan Brager, Commissioner
Tom Collins, Commissioner
Chris Giunchigliani, Commissioner
Lawrence Weekly, Commissioner
Bruce L. Woodbury, Commissioner

Office of the County Manager:

Virginia Valentine, P.E., County Manager
Darryl Martin, Assistant County Manager
Phil Rosenquist, Assistant County Manager
Jeff Wells, Assistant County Manager
Donald G. Burnette, Chief Administrative Officer
George Stevens, Chief Financial Officer

Clark County Fire Department:

Steven M. Smith, Fire Chief
Stephen P. Ratigan, Sr. Deputy Fire Chief
Kevin L. Chapman, Deputy Fire Chief
William Kourim, Retired Deputy Fire Chief
Alan M. Osborne, Deputy Fire Chief
Girard W. Page, Deputy Fire Chief
Gary M. Sepich, Retired Deputy Fire Chief
Sandra J. Baker, Assistant Fire Chief
Russell J. Cameron, Assistant Fire Chief
Fernandez Leary, Assistant Fire Chief
Michael Ware, Administrative Services Manager
Ed Zagalo, Strategic Services Manager
Scott Allison, Public Information Officer
Kelly Blackmon, Sr. Management Analyst
Chris Cormier, Administrative Secretary
David Croston, Administrative Captain
Pamela Hatty, Executive Assistant
Kurt Leavitt, Rural Coordinator
Steve McClintock, Rural Coordinator
Barbara Puerner, Administrative Specialist
Thelma Stapley, Administrative Secretary
Valerie Williams, Fire Systems Coordinator
Margie Yatson, Management Analyst

Central Duplicating and Mail Services:

Antonio Suarez, Sr. Offset Duplicating Operator

