

Clark County Fire Department Strategic Plan 2013 - 2017

Developed by the Strategic Planning Team



Responding with Integrity – Serving with Compassion



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MESSAGE FROM THE FIRE CHIEF



On behalf of the dedicated women and men of the Clark County Fire Department (CCFD), thank you for taking time to review our Strategic Plan 2013-2017. This plan is presented with a great deal of gratitude to the many groups and individuals that participated in our strategic planning process. Your candid feedback allowed us to take a complete look at our department and develop specific action items for effectively and efficiently achieving our strategic priorities. Each action item contains critical tasks, measurable performance indicators, and expected outcomes to ensure the successful accomplishment of our goals. Thanks to the support and guidance from the Board of County Commissioners, County Manager Don Burnette, and his staff, CCFD has a robust plan that will produce immediate and sustained results moving into the future.

During each step of this process, relationships and communications were greatly improved within our department and with our external partners. Employees from all ranks, divisions, and Local 1908 contributed significantly through a variety of means. Some of our employees also spent time with members of other departments, agencies, elected officials, businesses, and various public and private stakeholders to understand expectations and needs from all aspects of our service area. These experiences did much more than prepare us to develop a strategic plan. Our organization gained broad knowledge outside of our daily experiences, which resulted in development of a more accessible and mature organization. We, undoubtedly, have a better understanding of challenges in our community, and we know more about resources available to achieve shared goals.

CCFD is eager to put this strategic plan into action. Teams to complete action items have already been established and preliminary work has begun. I am very proud to have been a part of this planning process and I am even more proud of our team. Going above and beyond the call of duty, our members engaged in this process, on and off duty, with the goal of giving back and improving services to our community. As our employees implement this plan, residents and visitors of Clark County can be assured that our services will better meet their needs and expectations for many years to come.

BERTRAL WASHINGTON
Fire Chief

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STATEMENT

VISION STATEMENT

The Clark County Fire Department is driven to be a global leader in the Fire Service.

We will become a fully integrated, cohesive, and valued member of our community, operating at the highest level of efficiency.

Clark County residents, businesses, and visitors can be confident they are in the safest community and resort destination in the world.



MISSION STATEMENT

Clark County Fire Department's mission is to provide for the safety and health of our Southern Nevada Communities and our visitors through professional emergency response, fire prevention, and public education.

SLOGAN

Responding with Integrity – Serving with Compassion



VALUE STATEMENT

VALUE STATEMENT

As members of the Clark County Fire Department, we recognize our obligation to assist in maintaining a safe community and acknowledge our contribution to the quality of life within our community. To align with the Clark County Core values of Excellence, Accountability, Respect, Open and Inclusive Government, Integrity, and Innovation, we will fulfill these challenging responsibilities through active participation in the following shared values:



PROFESSIONALISM

As a professional fire department, we perform our duties to the highest standards. We are knowledgeable, committed to excellence and remain respectful of our community, visitors, and each other.

ACCOUNTABILITY

As a department and as individuals, we hold ourselves accountable to each other and the community we serve. We hold ourselves responsible to the highest standard of conduct and accept responsibility for our actions and decisions.

INNOVATION

In the ever-changing delivery of fire services, we accept the responsibility to perform our jobs through strategic problem solving. We adapt to new situations and utilize creative solutions in meeting challenges. We will strive to become trend setters in cutting edge technology and solutions by empowering staff to become forward thinking in challenging the status quo.

COMPASSION

We are compassionate to our community and peers. As a public safety department, we often encounter members of our community during highly emotional events. The members of our department recognize we must be supportive, caring, empathetic, patient, and respectful of the community we serve. We also strive to diversify our department so that we are more aware and culturally understanding of the diverse communities within Clark County.

INTEGRITY

We value and expect honesty and ethical behavior from the members of our department. We honor the trust and respect of our community. We are committed to upholding the highest ethical standards at all times and have the moral courage to do the right thing at the right time regardless of audience or consequence.

SCOPE OF SERVICES

AIRCRAFT RESCUE FIREFIGHTING – Aircraft firefighting, including rescues related to these fires, mitigation of all airport emergencies.

ARSON INVESTIGATION – Investigating the origin and cause of fires. Arson investigators are trained not only in fire investigation techniques but also in evidence collection, interviewing, fraud investigation, and other aspects of criminal investigation.

EMERGENCY MANAGEMENT – Providing a single point of coordination for Clark County’s public safety programs that include emergency planning, preparation, mitigation, training, and response and recovery support activities during the short- and long-term periods following a community emergency.

EMERGENCY MEDICAL SERVICES – Responding to medical emergencies arising from natural or deliberate acts; providing pre-hospital care, including transportation to hospitals.

EMERGENCY MITIGATION – Mitigating all-hazard emergency situations.

*** FIRE PREVENTION** – Providing for fire inspection, public education, code enforcement, and code compliance.

FIRE SUPPRESSION – Structural and nonstructural firefighting, including buildings, automobiles, brush fires and rescues related to these fires.

URBAN SEARCH AND RESCUE (also known as Nevada Task Force 1) – A local, state, or national resource team responding to incidents involving building collapse or other national or man-made disasters. Their mission is to locate, rescue and medically stabilize victims.

** Note: After the development of this plan, the Board of County Commissioners approved the movement of the division to the Building Department. Both departments will endeavor to work together to meet the needs of our community.*



EXECUTIVE SUMMARY

THE PLANNING PROCESS

This Strategic Plan was completed under the direction and guidance of Fire Chief Bertral Washington who retained the services of Thomas Consulting to help design and facilitate the planning process. Thomas Consulting is a firm that specializes in developing Strategic Plans for Public Safety Departments.

A DYNAMIC MANAGEMENT PLAN

The Strategic Plan of the Clark County Fire Department is a five year *strategic management* plan. It will serve as a guide or blueprint for action during the next five years. This plan focuses on the “WHAT” and not the “HOW”. It defines “what” the department will focus on during the term of this plan and leaves the “how” to department members who will recommend the best course of action to the Fire Chief and his command staff for their final approval.

This Strategic Plan is dynamic and will require periodic adjustments and modifications to proactively address our ever-changing environment.

CONTINUED INVOLVEMENT & FOLLOW THROUGH

This Strategic Plan envisions the continuing involvement of the members of the department in carrying out each of the action items. Each of the action items will be assigned to a committee of department members (for more information about continued involvement and follow through, *See Addendum 2*). Accountability is established by identifying an individual responsible and a due date for each of the action items contained in this plan.

Chief Washington and the Planning Team are committed to seeing this plan implemented.

INCLUSIVE APPROACH

Chief Washington wanted a highly inclusive approach to this Strategic Plan that involved both the members of the department and the community the Clark County Fire Department serves. Members of the department, county officials, and the community were asked for their input in a variety of ways. The Clark County Fire Department Planning Team, consisting of the members of the department, considered this input as they developed the plan. This inclusive approach is described below.

MEMBERS

The members of the department, both paid employees and volunteers, had a hand in developing this Strategic Plan. The process sought input from every member in the following ways:

STEERING COMMITTEE: Chief Washington first appointed a Steering Committee to work with the consultants to finalize the process design, make ongoing decisions, develop schedules, and coordinate logistics. The members of the Steering Committee guided or made decisions about every step of the process, including the identification of

EXECUTIVE SUMMARY

community stakeholders, the development of the employee survey, employee focus groups, the planning schedule, and other related matters. The Steering Committee met periodically during the planning process to make decisions and adjustments as the planning process progressed.

PLANNING TEAM: Chief Washington asked for volunteers to serve on the Planning Team. This Planning team, selected from the pool of volunteers, represented a cross section of the department. Every rank and every work unit was represented. The Steering Committee was a part of the Planning Team.

It was this 33 member Planning Team that actually developed the Strategic Plan. They met for a total of four workshops (a total of 9 days) in which they received input from external stakeholders and the members of the department. Using this input, they refined the Clark County Fire Department's Mission, Vision, Values, and Slogan and identified the most important issues facing the department. Once the issues were prioritized and refined, a final list of action items was developed. The team then developed action plans to address each of these action items.

MEMBER SURVEY: A department-wide member survey was developed by the consultants and the Steering Committee and approved by the Planning Team. The consultants delivered this 72 confidential questions survey electronically to every member of the department. Over 46% of department members responded to the survey, and the results were shared with the Planning Team for their consideration in developing the Strategic Plan. The survey asked questions about the following areas: communications, training, service delivery, customer service, leadership, performance management, excellence, and the future.

MEMBER FOCUS GROUPS: The consultants facilitated fifteen employee focus groups where members were asked a series of questions about their department's strengths, weaknesses, challenges, and opportunities. The input from each of these focus groups was recorded by the consultants and provided to the Planning Team for their consideration during the planning process. Each division and work unit was represented in these focus groups (*See Addendum 1*).

INDIVIDUAL INTERVIEWS: The consultants interviewed, one-on-one, over 40 members of the department. A compilation of the most prominent themes from these individual interviews was reported to the Planning Team.

COUNTY OFFICIALS

In addition to the members of the department, the Planning Team sought input from other stakeholders who are Clark County Officials. This list included the County Commissioners, County management, and other County departments and employees. Input was sought from these officials through individual interviews and some were asked to make presentations directly to the Planning Team. (For a complete list, *see Addendum 1*)

EXECUTIVE SUMMARY

COMMUNITY STAKEHOLDERS

A long list of community stakeholders was identified by the Steering Committee at one of its first meetings. This list, which represented residents, businesses, associations, community organizations and community groups, was then refined by the entire Planning Team. Many were interviewed individually by Planning Team members with the core stakeholders (those found to have a direct impact with the department) invited to make presentations directly to the Planning Team at the second workshop. In addition, the consultants facilitated eight community focus group meetings throughout Clark County, including at least one in each County Commission District. (For a complete list, *see Addendum 1*)

PUBLIC SAFETY PARTNERS

Public safety partners include neighboring fire departments, state and federal public safety agencies, the Las Vegas Metropolitan Police Department, emergency medical organizations and businesses. These are the public safety partners that the department interacts with on a regular basis. Some were interviewed individually by Planning Team members and some were invited to make presentations directly to the Planning Team at the second workshop. They provided invaluable information to the Planning Team and their input had a significant impact on this Strategic Plan.



STRATEGIC PRIORITIES & ACTION ITEMS

THE STRATEGIC PLAN IS ORGANIZED INTO FIVE STRATEGIC PRIORITIES:

1. Our Department
2. Our Members
3. Our Community and Public Safety Partners
4. Our Infrastructure and Technology
5. Our Fiscal Resources

Contained within each strategic priority are action items, each with associated action plans. The action plans are designed to assist the committees by including approaches that the Planning Team envisioned as necessary to reach the desired goal.

STRATEGIC PRIORITY 1: OUR DEPARTMENT

Our first strategic priority is based on input from fire department members gleaned from the member survey, individual interviews, and member focus groups. These action items focus on making core systems operate more efficiently and optimally to improve service to our community. Some of the action items within this priority address organizational structure, internal communication, and performance measurement. Additionally, organizational efficiencies and staffing evaluations are included. Looking to the future, department members acknowledged the need to consider a standards of cover assessment and fire department accreditation as well as the need to enhance labor-management relations.



Action Item 1 A: Develop Standardized Performance Measures

Priority: 2

Assigned to: Administration

It is important to determine if we are performing well as an organization, especially in our most critical task areas. Historically, we have measured “activities” such as the number of calls we respond to or the number of inspections we complete. While counting activities will continue to be important, it has become increasingly important to measure “how well” we complete those activities.

We need to identify ways to measure outcomes; to determine how well we complete critical tasks, and if these tasks are helping us accomplish our mission. In the days of shrinking budgets and reduced staffing, it

STRATEGIC PRIORITIES & ACTION ITEMS

is important to determine if the quality of our work has really suffered. We also need to compare our performance against other similar departments (where such comparisons are possible) and deploy best practices to improve the quality of performance.

To accomplish this, we may need to modify our computerized data collection efforts and re-define what is important to measure. Once those measures are determined, we will need to use them consistently over a period of time so that comparisons can be made. Currently, we use too many sources of data and lack consistency of input.

ACTION PLAN

- Appoint a performance measurement team to develop measures and standards
- Research best practices and standards nationally or even globally
- Identify what we want to measure, which could include:
 - Severity of EMS calls and measure outcome
 - Severity of fire calls and measure outcome
 - Customer satisfaction
 - Response time measures using percentile instead of averages and report measures for various segments of overall response time (i.e., dispatch, turnout, travel)
 - Time on scene, and time on scene by station (to determine if there is a correlation between time on scene and patient outcome)
 - Vertical response times
 - Containment to room of origin
- Develop measurements for ALL divisions, not just suppression
 - Measure outcomes and quality not just activities and events
- Where possible, compare our performance to similar departments and universal standards
- Establish performance goals and standards that are specific to CCFD
- Align measurements with reports submitted to Clark County Management Team
- Modify or develop computerized data collection and minimize the number of places data must be entered and retrieved



Action Item 1 B: Identify Alternative Response Models

Priority: 2

Assigned to: Training

Some Clark County Fire Department fire stations experience a relatively high emergency response call volume when compared to other stations in and out of the county. This heavy workload affects the productivity of staff assigned to these stations. The Planning Team expressed the desire to increase efficiency within the department, which would also increase the department's overall capacity and improve

STRATEGIC PRIORITIES & ACTION ITEMS

services to our community. An additional byproduct of generating efficiency would be the decreased fuel, maintenance and repair costs for equipment.

The goal of identifying alternative response models is to decrease response times and better distribute call volume. The Planning Team believed that this could be accomplished by ensuring that the most appropriate fire department unit is sent to the type of call it should be responding to; conversely, this would help to ensure that the best unit is available for the next call.

Additionally, the Planning Team noted that some emergency medical dispatch (EMD) protocols used by the dispatchers do not mirror Southern Nevada Health District (SNHD) protocols: while the EMD protocols may specify one type of response, the SNHD protocols may require another.

Where appropriate, the action plan items below should be discussed with Local 1908.

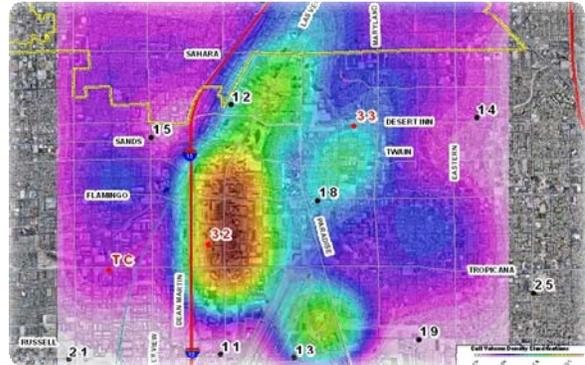
ACTION PLAN

- Determine actual capacity for units
 - Base capacity on current 24 hour deployment model
 - Factor in training
 - Factor in calls for service
 - Factor in breaks and meals
 - Factor in administrative responsibilities
 - Factor in other requirements (physical training, building and hydrant inspections, etc.)
 - Determine available time left
 - Use published articles/ studies for literature review
 - Ensure these studies reflect similarities with the department
- Reexamine current approach to load leveling
 - Determine why load leveling was initially implemented
 - Determine if the original goal is still desirable
 - If so, determine if current load leveling model is accomplishing this goal
 - Determine if there is a more efficient way to accomplish this goal
 - Determine if load leveling model is accomplishing something other than intended
 - If so, determine whether this is a desirable outcome
 - Determine unintended adverse impacts to service levels that result from load leveling



STRATEGIC PRIORITIES & ACTION ITEMS

- Evaluate these impacts and compare to the positives associated with accomplishing the desired goal
- Determine if load leveling is effective when implemented department-wide
 - Take into consideration fire station geographical locations and surrounding resources or lack thereof
- Determine if there are legitimate Fire Alarm Office (FAO) limitations that would preclude customizing load leveling by station district
- Determine if load leveling would occur on its own by getting the best unit to each call
- Consider health and welfare of department responders while evaluating load leveling
- Consider the ultimate EMS transport model that the fire department intends to develop
- Reevaluate deployment of peak-time units
 - Determine whether peak-time units are efficient
 - Evaluate whether peak-time units are the best use of financial resources to increase capacity
 - Evaluate additional unit deployments for special events and high impact properties
- Evaluate unit move-ups during high demand times
- Evaluate effectiveness of the fire department responding to all calls for service
 - Determine if there are some calls that do not need a response
- Determine if some alpha calls on hotel/casino properties should always generate a response
- Evaluate the “Hold Short” protocol with Metro
 - Determine whether it is necessary to dispatch fire department resources at the same time Metro is dispatched, as opposed to holding short until Metro is dispatched
- Evaluate “Legal 2000” responses
 - Determine if statute requires the fire department to respond to all of these calls
 - Determine whether code-3 response is appropriate
- Determine best EMS response models for hotel/casino properties and work with their staff to implement
 - Consider procedures to have hotel staff meet responders with patient in wheel chair
 - This would decrease time to patient’s side; and,



STRATEGIC PRIORITIES & ACTION ITEMS

- Decrease on-scene time
- Evaluate feasibility of alternate shift schedule for strip (i.e., 12 hour “D-shift”)
- Evaluate EMD protocols and identify where they are in conflict with Southern Nevada Health District protocols
 - Determine the best manner in which to bring protocols in line with one another
- Evaluate event coding for all fire department responses and determine if appropriate (i.e., full response to gas leak in residence, motor vehicle accidents)
- Evaluate unit response times and time spent on scene
 - Determine if units are clearing one scene too soon to take another call in their district
 - Determine if patient care is impacted from clearing quickly or reassigning units



Action Item 1 C: Reevaluate Patient Condition Criteria for Patient Transports

Priority: 2

Assigned to: Emergency Medical Services

Members of the Clark County Fire Department are committed to providing the highest possible level of service to the community we serve. Although there are no written guidelines outlining when fire department members should strongly consider transporting patients as opposed to waiting for a private ambulance to arrive, it is generally understood that the immediate transport of critical trauma patients is necessary to improve patient outcome. Planning Team members suggest some suppression members believe the fire department does not transport EMS patients. Formalizing patient transport guidelines will afford the department an opportunity to educate and train suppression members, ultimately improving patient care by taking critical patients all the way to the hospital.

ACTION PLAN

- Work with the department’s Medical Director to develop guidelines for patient transportation
 - Determine parameters (critical trauma or medical, STEMI or stroke center candidate)
- Estimate cost vs. potential revenues for transporting within guidelines
 - Consider potential impact to existing resources and if additional transports will increase the need for additional resources



STRATEGIC PRIORITIES & ACTION ITEMS

- Examine EMS training aspect of suppression members
 - Determine if current training is adequate for transporting patients
 - Include telemetry training and procedures for transferring patient to hospital staff
 - Evaluate the type and amount of equipment department members take to the patient's side (i.e., if the patient is in the back of a large apartment complex, is it prudent to leave the gurney in the rescue?)

Action Item 1 D: Improve Communication within CCFD

Priority: 1

Assigned to: Support Services

The Planning Team determined that internal communication can be improved. The Team recognized that communications are distributed frequently and in many forms; however, pertinent information is not always received by all members. In fact, some areas of the department's communication can be inefficient. Even the Fire Chief recognized that communications do not always reach the audience intended or needed.

The Team also noted that some staff meetings (both department and division) are not held regularly and meetings may also lack a consistent structure.



ACTION PLAN

- Improve structure for meetings – i.e., publish and distribute agendas for staff meetings
- Set clear expectations for meeting attendees such as the need to communicate information to others in their chain of command. As an example, mid-level managers should be careful to consistently relay information from meetings with managers as it was received. If they are seeking input on a topic, they should consider gathering input in each session.
- Consider implementing routine (annual or bi-annual) one-on-one supervisor/subordinate meetings to develop and evaluate improvement plans
- Consider central repository for important information such as an employee password protected section on the department's website
- Evaluate alternative methods to communicate general information, including text messages
- Develop specific plans within certain work units to improve problematic communication (i.e., permits/plans/inspections)
- Consider yearly “all hands” meetings with the Fire Chief and Chief Officers
- Develop mechanisms to get information flowing upstream in the organization

STRATEGIC PRIORITIES & ACTION ITEMS

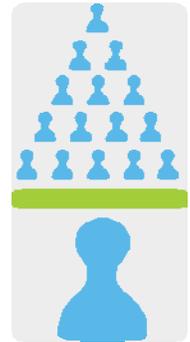
Action Item 1 E: Evaluate our Organizational Structure

Priority: 2

Assigned to: Administration

Members of the Planning Team suggest that some sections of the department's span of control may be too large and can result in less effective supervision, communication, continuity and consistency. One example is a perceived lack of accountability and consistency in suppression operations due to managers independently running divisions and platoons without direct oversight. In Prevention, the manager is currently responsible for supervising line-level staff and Deputy Fire Marshals overseeing up to 16 employees each.

Planning Team members also believe that some areas of responsibility may be significantly out of proportion to staff (i.e., Emergency Medical Services (EMS) Division).



ACTION PLAN

- Reevaluate the organizational structure, taking into consideration each position, oversight, responsibilities, and reporting structure
 - In some cases, actual reporting relationships do not match the organizational chart
- Consider evaluating job tasks and responsibilities assigned to each position
 - Determine if these tasks/responsibilities align with the organizational structure or if they would be better served in other parts of the organization
- Evaluate span of control within each management or supervisory work unit
 - Identify and use best practices as model
- Evaluate need for additional support, supervision or management in various divisions
- Develop a goal for an “optimum” future organizational chart (i.e., 2020)
 - As opportunities arise (attrition, budget, etc.), implement change toward the goal
 - Reevaluate the “optimum” organizational chart on a regular basis
- Evaluate current business practices that model efficiency

Action Item 1 F: Ensure All Policies and Procedures are Written and Kept Current

Priority: 2

Assigned to: Administration

Not all divisions have written policies and procedures. Some policies and procedures are either out of date or not followed. There is no standard process in some divisions for the formulation, updating and adoption of policies and procedures. In order to help our department improve, policies and procedures should be written and kept current.

STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Use the Suppression Division's "Standard Operating Procedures (SOP) Committee" as a model for all divisions
- Form an SOP Committee in each division
- Identify policies and procedures that are unwritten or out of date
- Develop a plan that identifies work to be done, dates due, and who is responsible (complete the most important policies and procedures first)
- Recognize the distinction between guidelines versus policy (clearly state in writing which it is)
- Involve the unions as appropriate – include on the committees if possible
- Avoid conflicts in policies and procedures between divisions or existing department policies, procedures, rules, regulations, contract, or county policies

Action Item 1 G: Reconsider Current Approach to Specialty Units

Priority: 1

Assigned to: Training

The Clark County Fire Department has a history of striving to provide the highest possible level of services to its community. To this end, the department staffed specialty units (Heavy Rescue, Haz-Mat, Technical Rescue/Swift Water Rescue, Water Tender, Air Unit, and Rehab Unit) as independent units staffed 24 hours a day, 7 days a week.

Due to the declining economy, resulting budget reductions, valley-wide redundancy, and relative low-utilization, the fire department no longer staffs these specialty units as independent units. Some specialty units (Water Tender and Air Unit) are cross-staffed by department members whose primary assignment is on other in-service apparatus, while others were decommissioned. The current cross-staffing configuration extends response times for specialty units. Additionally, the apparatus that the cross-staffing member is assigned to is not available to respond to emergency calls.



The Las Vegas area is an active international transportation corridor, both via interstate highways and rail. This area is also known for the significant number of high-rise and complex properties, which create their own unique rescue challenges. Mutual aid agreements with other fire departments are unable to provide services to all county areas that are within the responsibility of the Clark County Fire Department.

STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Identify fiscal impact resulting from re-establishing the closed specialty units
- Re-establishing closed specialty units will require discussions with Local 1908
- Consider applying for Assistance to Firefighters Grants to staff closed units (Heavy Rescue, Technical Rescue/Swift Water, and Haz-Mat)
- Consider different staffing alternatives (i.e., cross-staffing)
- Research codes or statutes related to specialty units
- Consider using unit hour utilization and outcomes rather than just calls for service when evaluating historical capacity levels of specialty units
- Account for the training hours, preparation hours, equipment check hours, and other assignments when considering how busy specialty units are
- Determine support for these resources from hotel/casino properties and other large venues
- Determine which locations have significant construction projects or amounts of hazardous materials
- Consider alternative revenue sources to put the specialty units in service (*see also Action Item 5 B*)
- Determine locations that name the Clark County Fire Department as the responsible rescuing agency in the event of an emergency



Action Item 1 H: Consider Standards of Cover Assessment

Priority: 2

Assigned to: Emergency Medical Services

In general, department calls for service have increased without a corresponding increase in resources. The general consensus is that the workload of personnel and units assigned to high volume demand areas needs to be evaluated to determine the best manner in which to staff and place units for optimal coverage. A Standards of Cover Assessment would assist the department in identifying the most efficient and effective manner to deploy resources throughout Clark County.

ACTION PLAN

- As funding becomes available, consider a Standards of Cover Assessment for the department
- Ensure that a nationally accepted model is used

STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 1 I: Evaluate Staffing Needs in All Work Units Not Included in Standards of Cover Study

Priority: 2

Assigned to: Support Services

The effective readiness of fire department staff is impacted by workload. During the course of developing this Strategic Plan, the need for a “Standards of Cover” study in suppression was identified (Action Item 1H). The Planning Team acknowledged that work units not included in a “Standards of Cover” study would also need to be evaluated to determine the workload capacity of staff and the appropriate human resource allocation.

Planning Team members determined there is no current “staffing model” for support duties; i.e., when a certain number of units are added to the fleet, the fire department should consider adding one mechanic; when a certain number of additional personnel are added to suppression, the fire department should consider adding additional training and support staff. Planning Team members identified the need to do this type of evaluation throughout the department.

As this evaluation is undertaken, consideration needs to be given to the ability of technology to reduce staffing needs as well as ensuring fiscal responsibility with regard to additional staff.



ACTION PLAN

- Determine current work load within work units
- Using best practices, determine what the reasonable workload and workload capacities are within units
 - Consider travel time for positions that require travel to work sites
- Based on best practices, determine optimal span of control for supervisory and management positions
- Determine state of department readiness based on workload
- Consider developing a staffing plan that takes into consideration additional workload created by increases in personnel, apparatus, complex occupancies
 - Additional firefighters = additional training staff
 - Additional apparatus = additional mechanic
 - Additional complex occupancies = additional inspector
 - Additional staff = additional support staff



STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 1 J: Seek Accreditation

Priority: 3

Assigned to: Administration

The Clark County Fire Department was formerly accredited by the Commission of Fire Accreditation International (CFAI), an internationally recognized accrediting agency for fire departments, from 2003-2008. Accreditation looks at the effectiveness and efficiency in providing fire and emergency medical services, fire prevention, and education activities as well as emergency planning and other services. Accreditation is also a self-assessment method to evaluate the department's performance, provide for continuous improvement and ensure that the department is meeting the needs of the community.

The department has a desire to be recognized as an accredited fire agency once again. Accreditation by CFAI means that the department has reviewed all aspects of its organizational philosophy, operational policies and plans for improvement. Accreditation will underscore our department's vision to be a "global leader."

Action Item 1 K: Enhance Labor-Management Relations

Priority: 1

Assigned to: Support Services

Members of the Planning Team acknowledged that positive labor-management relations need to exist in order to have a strong, vibrant fire department. By enhancing these relationships, both sides could be more proactive in solving problems by working collaboratively. This would also assist in improving communications and trust between each other; mutual understanding would be increased; goals of both sides would be better aligned; and public trust would be re-established.

An important byproduct of enhancing labor-management relations is the improvement of morale department-wide. Additionally, we will meet the community's expectation of being able to work together to achieve our mission.

Action Plan

- Define and come to an understanding as to each other's roles and responsibilities
- Identify common, shared goals
- Identify and agree to shared values
 - Agree, in writing, to communication behaviors
 - During moments of conflict, reaffirm the shared values that both sides agreed to
- Identify challenges (hurdles) that preclude enhancing labor-management relations
- Agree to honest communications (i.e., if you can't say, don't say "I don't know")



STRATEGIC PRIORITIES & ACTION ITEMS

- Ensure that scheduled labor-management meetings between Local 1908 principal officers and the Fire Chief remain a priority
 - Only postpone or cancel when absolutely necessary
 - Consider occasionally including C-Staff and Executive Board Members (i.e., once a year)
 - Consider jointly attending conference on International Association of Firefighters/ International Association of Fire Chiefs (IAFF/IAFC) Labor-Management Initiative
 - Information shared with public by labor and management should have same message
 - Labor and management need to look at the validity of ideas as opposed to “who” said it
 - Don’t let personalities get in the way of developing a relationship
 - Encourage patience in developing trust with one another



STRATEGIC PRIORITIES & ACTION ITEMS

STRATEGIC PRIORITY 2: OUR MEMBERS

This Strategic Priority focuses internally on our department's most important asset, our members. During the strategic planning process, input was solicited from department members through interviews, a department-wide survey, and focus group discussions that were led by the strategic planning consultants. The results of department members' input were discussed by the Planning Team and the following actions items resulted.



Action Item 2 A: Strengthen Management/Leadership Competencies

Priority: 1

Assigned to: Training

It is recognized that managers need continuing education and development to refine and further develop their skills. There is some effort underway to provide on-going training for managers, but it is not mandatory. It is also recognized that some managers did not come up through all “the ranks” and some came from outside the department. It would be desirable that some of the training offered be designed to better equip staff to perform as managers and leaders.

ACTION PLAN

- Use the “Training Working Group” concept as a model to strategically identify and develop desirable training for managers
- Seek input from county senior management
- Develop and publish a master training plan that focuses on continuous improvement of management and leadership competencies
- Incorporate training in suppression to address those who did not come up through the suppression ranks
- Develop a mandatory job shadowing program where a manager must shadow each function they manage.
 - Shadow for a required period (i.e., 8 hours, or an entire shift)
 - Require at least once per year for each function under their control
- Include training and job shadowing requirement in the managers' annual evaluations



STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 2 B: Increase Accountability and Follow Through

Priority: 1

Assigned to: Emergency Medical Services

Setting clear expectations, following through, and holding personnel accountable are cornerstones to good supervision and management. Over the years, the department's training has become more focused on technical and operational skills and less focused on supervision and management skills.

The shortage of "continuing" training in supervision and management coupled with increasing spans of control has contributed to deficiencies of supervisors and managers to hold personnel accountable and follow through on commitments.

ACTION PLAN

- Develop a continuing education program specifically designed for those who supervise and manage others, which includes:
 - How to be a better supervisor or manager
 - How to coach and mentor
 - How to set clear and reasonable expectations
 - How to establish accountability in a positive manner
 - Time management
 - How to develop and execute positive performance improvement plans
 - Disciplinary procedures when needed
- Evaluate span of control
 - Identify positions where the span of control appears excessive and prioritize them
 - Identify ways to improve where most needed
 - Recognize that solutions which require funding may be delayed until funding is available
 - Complete in consideration of Action Items 1 E and 1 I



Action Item 2 C: Preserve Continuity of Skills/Operations

Priority: 2

Assigned to: Training

There are certain key assignments where only one person knows the job or has the skill set to carry it out. It is recognized that, if these personnel became unavailable, their duties would be without backup.

The need for cross training backup persons to temporarily fill these functions is especially important for expertise needed during an emergency or in an assignment that keeps the department prepared for emergency response. The continuity of skills and operations must be maintained – this subject is addressed under the National Incident Management System (NIMS) Continuity of Operations Plan.



STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Identify the key assignments in ALL divisions where only one person has the skill and training to perform a critical task
- Determine a priority in which backups should be identified; such priority can be influenced by
 - Pending retirements
 - The level at which assignment affects the ability of the organization to be prepared for or perform during an emergency
 - Viability of training a backup including costs and time commitment
- Recognize that it may be difficult to train a backup to be FULLY capable of performing the entire set of job duties and functions.
- Select backup personnel to temporarily fill these critical tasks
 - Identify and select candidates consistent with policy and union contract agreements
 - Collaborate with labor unions as appropriate
- Train backups to a minimum standard and provide them continuing opportunities to function in these critical assignments (i.e., while the primary is on leave time)

Action Item 2 D: Define Training Objectives

Priority: 1

Assigned to: Training

Two primary issues were identified.

- 1) Not all divisions have clearly defined training objectives and a master training plan for their division. Suppression's "Training Working Group" (TWG) has been used very effectively during the past year in refining training objectives and developing an annual master training plan for their division. The TWG model should be used in other divisions to develop objectives and a training plan, including an annual training calendar.
- 2) The necessary "props" for training may be inadequate because they are outdated, inoperative, or unavailable. There is also some question as to whether some users are familiar enough with props to use them.



STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Identify needs for hands-on training in ALL divisions including Prevention and Administration
- Re-evaluate minimum company standards and re-train company officers on these standards
- Develop on-going continuing education/training to maintain competencies in ALL divisions
- Expand the TWG concept to include ALL divisions
- Create a “TWG sub-group” for each division
 - Each division sub-group would develop its own master training plan for its division that includes training objectives and a training calendar
 - Target completion date for sub-groups master plans for Fall 2013 (which covers the calendar year 2014)
 - Sub-groups would meet semi-annually to collaborate on schedules, support, reduction of redundancies, and coordination
- Clarify “who” is “qualified” to do training (i.e., can in-house trainers be used, and what type of certification or education is required for them to be used as trainers?)
- Complete a needs assessment for props that covers all divisions
 - Put together a prioritized budget request to acquire props as funding becomes available
 - Ensure those needing access to props know where they are stored and how to use them



Action Item 2 E: Improve Training Record Keeping

Priority: 2

Assigned to: Training

The department currently uses several databases (including FireRMS, Target Safety Solutions and ClarityNet) to track training certificates and other training records. The use of multiple, non-interactive databases creates inefficiency, and makes it difficult to manage training and ensure that all requirements are met. Additionally, some training and certificates are not tracked at all.

One system for the recording and tracking of all training and certificates for all divisions would be ideal, but it must also automatically report the required training to the National Fire Incident Reporting System (NFIRS).



STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Convene a committee with representatives from all divisions to address issues related to training records
- Identify the “best” software solution
 - Determine if a “training module” for the chosen software should be purchased
 - Begin using the chosen software for all training record keeping and make it accessible to anyone who needs access
- Determine what to do about historical data (do we convert it to the new system?)
- Develop or refine a policy that, at a minimum
 - Clearly identifies who is responsible to ensure training and certificates are completed (should this be the supervisor, training manager, or someone else)
 - Designates who is responsible for entering training records for each division and work unit
 - Centralizes, if possible, all training records
 - Determines if multiple files must be kept (is it necessary to keep records in the division and also Administration?)



Action Item 2 F: Improve Training Delivery

Priority: 2

Assigned to: Training

The Planning Team considered a variety of input from department employees. The central themes that seemed to be the most significant are:

- 1) There is not enough dedicated time for training. This is most prevalent in Suppression and Prevention. For example, training conducted at stations is often interrupted by calls for service.
- 2) Desire to take advantage of video conference training. While this is in the works, the Planning Team wants to make this a priority. It will likely cut down on the necessity for travel and can be viewed afterwards because the sessions will be videotaped.



STRATEGIC PRIORITIES & ACTION ITEMS

- 3) Attendance of “desirable” training for career development is now generally restricted to “off-duty”. This serves as a disincentive to attend such training, and should be further considered as a part of this action plan.
- 4) Most of the “training staff” are prohibited from doing “live burn” training. While there may be county policy, union contracts, and retirement system issues creating this dilemma, the fact that they cannot do such training places a burden on suppression staff who must assist in their stead.
- 5) Time is often wasted when training mandates require suppression staff to travel for training on very short subjects (EMS continuing certification requirements sometimes take only 5 minutes to complete – yet the total time out of service may be an hour or more).
- 6) The department does not have a “permanent” training officer, and for the last year this has been filled by a temporary assignment. Such a temporary assignment may create continuity issues in the training program.

ACTION PLAN

- Define a long term plan to have a “permanent” training officer. Ideally this would be a person who is qualified in all aspects of the training he or she manages including “hands on” training.
- Consider identifying certain types of discretionary training (specific training courses) that the department will fund (when funding is available). Such training would be targeted at helping the department achieve its mission, vision, and longer term goals.
- Create a list of discretionary training that employees can attend on their own time, and keep that list up to date and available in a central location (department employee website).
- Use the “Training Working Group” to develop a plan on how to best take advantage of video conferencing.
- Consider taking an engine company or station out of service for at least 1 hour each shift so that they can consistently complete training without interruption. Apply this same principle to other divisions where it is appropriate to provide uninterrupted time for required training.
- Carefully scrutinize any training that requires suppression staff (including EMS training) to travel to a training site for less than 2 or 3 hours of training. Develop methods to combine and consolidate training topics to eliminate wasted travel time.
- Make higher use of “train the trainer” to cut down on the need to travel to the training center, and provide more training at fire stations.
- Find other ways to cut down on travel time associated with training, especially in suppression.
- Explore the possibility of flex schedules for training staff, but recognize this is a negotiated item in the current collective bargaining agreement (CBA).

STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 2 G: Improve Volunteer Training

Priority: 1

Assigned to: Training

The environment the volunteers work in is significantly different from that of the more urban and metro areas. Consequently, training volunteers presents a number of challenges because of the nature of their environment, the distance from the training center, and the type of training they need.

Easy access to training, especially basic EMT, is a priority to the volunteer stations. Travel time and cost to obtain basic EMT training is an impediment to recruiting and a disincentive for volunteers to acquire and or maintain that certification.

Training for the volunteers must match the type of hazards they deal with in their area of responsibility. The hazards they face are changing with the development of hard rock mines, solar and wind farms.

ACTION PLAN

- CCFD should explore these options in priority order
 - Hold EMT-Basic classes locally for the rural stations
 - Pay mileage or otherwise cover travel costs for volunteers to get EMT-Basic training
 - Enhance the online training to make it more viable and productive
- Seek alternative funding sources to pay for EMT-Basic training in the rural areas, such as grants and corporate contributions
- Dedicate training staff to rural volunteers
- Recognize the unique environment in the rural areas and tailor training and equipment purchases to their unique needs
- Define training needs created by development such as mines and solar farms
 - Explore possibility of including funding for specialized training and equipment in the development agreements (also noted in *Action Item 5 B*)



Action Item 2 H: Further Integrate Volunteers into CCFD

Priority: 1

Assigned to: Training

Volunteers play a vital role in the mission of the Clark County Fire Department. They provide fire protection and emergency medical services in the rural areas of the County. These rural locations put them a significant distance from CCFD Headquarters and the Training Center, which helps create a perception of disenfranchisement amongst some volunteers. The department desires to more fully integrate the volunteers.

STRATEGIC PRIORITIES & ACTION ITEMS



Other factors that contribute to this disenfranchisement could include:

- The difference in the level of training between the volunteers and the career firefighters
- Difficulty in providing consistent and ongoing training for volunteers
- Infrequent contact between the volunteers and career personnel
- Lack of incentives to be a volunteer

ACTION PLAN

- Consider forming a volunteer advisory panel made up of volunteers who meet regularly with a CCFD Chief Officer that is responsible for the volunteers
- Involve volunteers in the “Training Working Group” for suppression
- Identify interaction opportunities with career firefighters such as joint training and meetings
- Formalize a volunteer ride-along program and strongly encourage participation



Action Item 2 I: Improve Overall Wellness and Fitness of Department Members

Priority: 2

Assigned to: Emergency Medical Services

Members of the Clark County Fire Department are our number one asset; it is incumbent upon us to build a healthy work environment as much as practical. The 2009 the National Fire Protection Association (NFPA) Firefighter Fatalities Report stated that 54% of firefighter fatalities were attributed to overexertion or stress; this was a 5% increase over the 2004 NFPA Firefighter Fatalities Report. Costs associated with workers’ compensation injuries as well as lost time due to illnesses and non-industrial injuries have been shown to decrease in fire departments that have a formal Wellness and Fitness Program.

Currently, the department does not have a formal wellness or fitness program and no program in which to determine the overall fitness level of members.

ACTION PLAN

- Re-examine the department’s Workout Policy that was issued approximately 10 years ago
- Develop new department-wide wellness and fitness guidelines
 - Engage Local 1908 in discussions regarding program development and implementation



STRATEGIC PRIORITIES & ACTION ITEMS

- Work with CCFD Medical Director to develop program
- Consider using IAFF/IAFC Wellness/Fitness Program as basis for department program
- Program may be grant eligible if tied to research (DHS/FEMA Grant)
- Consider using best practices (NFPA 1582 and 1583)
- Consult with county workers' compensation and safety staff
- Establish department-wide goal of reducing time lost due to illness and injuries
- Publish nutrition and fitness information in CCFD Quarterly Newsletter
- Consider instituting a fitness equipment purchase and repair program or fitness membership program if funding is available
- Re-evaluate medical/physical examination period for volunteers
- Consider the 16 Life Safety Initiatives from National Fallen Firefighters Association (NFFA) Everybody Goes Home Program
- Update Firefighter Accountability Systems for department members
- Consider issuing a second set of personal protective equipment (PPE) to suppression members to limit exposure from contaminated PPE
- Consider physiological monitoring of personnel during fire ground activities
- Develop a computerized injury reduction system that allows tracking of injured members
 - Develop prevention programs around findings
- Develop wellness/fitness events for department members



Action Item 2 J: Develop Mentoring, Succession Planning, and Career Development Programs

Priority: 2

Assigned to: Administration

Members of the Clark County Fire Department recognize the need to build strength from within our organization and develop future leaders. Through succession planning, combined with formalized career development and mentoring programs, we strive to ensure that our members are prepared and competent to advance their careers, as well as retain some of the corporate knowledge normally lost through attrition. Ultimately, the fire department will be a stronger organization and provide a higher level of service delivery to our community.

ACTION PLAN

- Define and publish the difference between mentoring, succession planning, and career development
- Identify and advocate the positive aspects for members promoting to upper ranks



STRATEGIC PRIORITIES & ACTION ITEMS

- Work with the Training Division to develop an annual training plan for career development
 - Identify and encourage leadership training throughout the department
 - Focus on obtaining, maintaining and enhancing certifications
 - Identify certifications throughout the department that members should strive to obtain
 - Fire Prevention: Develop certification and continuing education programs for inspectors; encourage inspectors to move from Fire Prevention Officer I to Fire Prevention Officer II
 - Suppression: Acting assignments for captain and battalion chief—currently no ongoing certification for acting assignments once obtained
- Develop relationships with local higher education providers for members to be able to take leadership classes, degree programs, certificate programs
 - UNLV, Nevada State College, College of Southern Nevada
- Create a formalized, department-wide mentoring program in collaboration between Fire Administration and Local 1908
 - Ensure that mentoring encompasses in-grade mentoring (firefighters become better firefighters, engineers become better engineers, captains become better captains), as well as mentoring for promotion
 - Develop formal mentoring program for pre- and post-promotions, which includes development of task books for members being mentored
 - Ensure that newly promoted supervisors spend a set amount of time with Chief Officers as part of their probationary period
- Work with Local 1908 to allow active mentoring of members assigned to fire companies
 - Firefighter driving to, and pumping at, low level incidents
 - Captain allowing firefighter or engineer to supervise/command low level incidents
- Develop matrix to determine projected vacancies in each position throughout the department due to anticipated retirements; update matrix annually (succession planning)
 - Establish working group of Chief Officers, suppression members and prevention members to identify potential future leaders within the organization
 - Encourage mentoring program for these individuals
- Encourage National Fire Academy attendance for all divisions and positions



STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 2 K: Consider Refining Employee Recognition Program

Priority: 2

Assigned to: Administration

Our members are our department's greatest asset. We need to acknowledge and celebrate our members when they perform in an exceptional manner. This not only provides positive reinforcement, but also boosts morale, enhances motivation, and drives higher performance. Recognizing good work and heroism helps us promote our reputation with the community we serve.



ACTION PLAN

- Review the fire department's standard operating procedure (SOP) on annual awards and compare to Clark County's awards program
 - Suggest appropriate revisions to enhance the program
- Develop criteria for annual awards program recognition
- Identify lead person for annual awards program, charging him or her with setting up and maintaining an awards committee
- Develop guidelines for on-going, random recognition of fire department staff
 - Low key forum for recognition (i.e., during staff meetings, at fire stations)
 - Consider recognition for accomplishing goals like decrease in injuries and loss time
 - Recognize members for going "above and beyond" and exceptional service delivery
 - Identify low cost awards to be given to members being recognized (t-shirts, mugs)
 - Include within guidelines, recognition given to CCFD members by community and recognition given to community by CCFD
 - There is a need for consistency in recognitions—sometimes citizens are recognized for actions and other times they are not
- Encourage supervisors and managers to follow recognition guidelines and annual recognition policy
- Scan letters of thanks/recognition received by the department into e-mail and send to entire department

STRATEGIC PRIORITIES & ACTION ITEMS

STRATEGIC PRIORITY 3: OUR COMMUNITY AND PUBLIC SAFETY PARTNERS

The department solicited input from the residential and business communities, public safety partners, and Clark County Fire Department members through one on one interviews, presentations to the Planning Team, and focus groups facilitated by the consultants. This input was discussed and evaluated by the Planning Team, resulting in action items that were incorporated into this Strategic Plan.

These stakeholders acknowledged that, as a significant public safety entity within Clark County, the fire department needs to establish a critical link between the department and our community. Additionally, stakeholders recognized that the department needs to better connect with unique communities of Clark County.



Action Item 3 A: Reaching Out to Our Unincorporated Communities

Priority: 2

Assigned to: Office of Emergency Management

The Clark County Fire Department serves a significant number of unincorporated communities. Residents of these communities are happy with the department's responses to 9-1-1 calls, and have expressed the desire to have more interaction with fire department members during times of non-emergency.

ACTION PLAN

- Identify community leaders within each of the unincorporated areas of Clark County
 - With the help of these community leaders, determine key events for potential CCFD participation (annual community events, school events)
- Collaborate with other county departments for sponsored events (i.e., Parks, Metro—Operation Safety/Community Clean-up)
- Engage with town advisory boards, citizen advisory boards and others
- Strive to connect area fire stations with hospitals, senior citizen complexes, schools, and non-profit organizations within their response zones
- Welcome community members into fire stations—let them know that it is not a “fortress”
- Encourage fire companies to be more visible while driving through the community
- Consider creating an “800” information line that would answer the question: “Where is CCFD interacting with the community this week?”

STRATEGIC PRIORITIES & ACTION ITEMS

- Provide more frequent newsletter distribution to outlying/rural communities
 - Use the department's internal weekly updates as basis for newsletters
- Consider assigning a staff Chief Officer as the department's liaison/single point of contact for the Laughlin Town Manager and encourage them to communicate with each other often
- Consider better utilizing the Fire Prevention inspector assigned to Laughlin for community interaction and public education

Action Item 3 B: Promote a Positive CCFD Image

Priority: 1

Assigned to: Office of Emergency Management

In the past, the Clark County Fire Department received harsh criticism from some sources for issues unrelated to emergency response. These criticisms created some uncertainty in the community.

Members of the fire department are dedicated to serving the community with integrity and compassion and desire to have community members see CCFD in a positive light.

ACTION PLAN

- Consider having one employee responsible for managing image and consistent messages
- Highlight community activities that employees are involved with on their own time (i.e., Burn Foundation, Muscular Dystrophy Association, Susan G. Komen)
- Provide information about calls for service to each community within our County (i.e., Sunrise Manor, Searchlight, Laughlin)
- Utilize public service announcement (PSA) capabilities in all media markets within each community
- Evaluate community sentiment throughout service area
 - Determine if and why there may be pockets of negative perception
 - Consider causes to champion (i.e., Stop Bullying, Teen Homeless Center, Mentoring)
- Celebrate the department's diversity; more communities will be engaged and participate
- Consider implementing Junior Firefighter Program, Citizens' Fire Academy, Fire Operations 101 Program, etc.
- Consider providing blood pressure screenings at apparatus while crew is in public
- Consider donating auction items to non-profit organizations
 - Formalize parameters for the donations



STRATEGIC PRIORITIES & ACTION ITEMS

- Include fire explorers in more community events
- Consider having the fire department sponsor mission-related community events
- Consider establishing an annual “Fire Service Day”
 - Have “Open House” days at all department fire stations
 - Conduct demonstrations at one central site, including extinguisher, extrication, and rappelling demonstrations
 - Include vendors
 - Involve the “Fill the Boot” Campaign
 - Collaborate with other area fire departments and determine their interest
- Seek grants that benefit community members such as smoke and carbon monoxide detectors
- Utilize phone devices for hearing impaired



Action Item 3 C: Establish a CCFD Media Liaison

Priority: 1

Assigned to: Office of Emergency Management

Through external stakeholder input including the media, our fire service partners, and our employees, the Planning Team heard repeatedly that the department would benefit significantly by having its own department media liaison. Stakeholders cited numerous weaknesses and problems that exist without this resource.

The media stakeholders specifically told the Planning Team that since the County PIO is not a resident expert in the department’s activities, and is not readily available after hours and on weekends, the information they receive is not thorough or as reliable. The media wants a knowledgeable point of contact to get credible information to the public quickly.



The Planning Team discussed this issue at length and decided the department needs to establish a CCFD Media Liaison who can deal directly with the media on both significant emergency events as well as the day-to-day public education and media inquiries. This Media Liaison should also serve as the “voice of the

STRATEGIC PRIORITIES & ACTION ITEMS

department”, assist in public education activities, disseminate real time public safety information, and help the department communicate better with the people it serves.

ACTION PLAN

- Complete a written recommendation to the Fire Chief for the establishment of a CCFD Media Liaison. This written report should include a brief needs assessment, justification, and recommended job duties and areas of responsibility. It should also address the points below.
- Primary focus of Media Liaison
 - Be the immediate media contact at all hours
 - Help with public education and carry the department’s message
 - Help promote the department and its resources for public service
 - Keep statistics and other information updated on our website
 - Coordinate media for events and general business information
 - Be available for media interviews
 - Distribute “real time” public safety information through various media
 - Develop methods to disseminate information
 - Cable channel, social media, TV and print, website
- Consider filling as a temporary assignment in the short term
- Establish as a long term goal of returning a full-time PIO as funding becomes available
- Work collaboratively with the Clark County Office of Public Communications



Action Item 3 D: Refine the CCFD Media Policy

Priority: 1

Assigned to: Office of Emergency Management

While the department and the county both have a media policy, the planning team heard from department employees that the current policy does not address “social media.” The Planning Team believes the policy could be refined to make it more contemporary and better meet the needs of the department and those we serve. The refined policy could better distinguish between active events and those that involve general information requests about public policy, personnel issues, and procedures. Once the policy is refined, it should be widely distributed with appropriate training and consistently applied.

STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Identify problem areas with respect to existing policies and then recommend refinements
- Identify and evaluate the social media policies of other departments
- Refine policy to allow for built-in exceptions where Chief Officers can approve a subordinate to talk to the media about specific events (i.e., fires - on a case by case basis)
- Develop CCFD's own social media policy for both on- and off-duty personnel
- Identify special interest group distribution lists for social media
- Coordinate refinement effort with CCFD Media Liaison (if this is approved) and County PIO
- Ensure that any policy changes are well communicated within CCFD

Action Item 3 E: Manage Inter-Agency Agreements

Priority: 2

Assigned to: Office of Emergency Management

Existing inter-agency agreements are outdated, have inconsistent language and have conflicting provisions of service. Existing agreements should integrate current resources and circumstances. Many agreements need to be reviewed, revised, amended and, where applicable, provide for cost recovery. Some agreements could integrate Fire Prevention or other services into the agreement. CCFD's changing needs and capabilities should be considered when reviewing and re-writing these agreements.

ACTION PLAN

- Take an inventory of existing agreements
- Understand federal, state and local emergency management capabilities
- Create a list of agencies that we should develop agreements with, such as:
 - National Park Service
 - Fire departments within the state of Nevada
 - Fire departments outside of Nevada
 - Helicopter companies
 - Aircraft resources
- Request assistance from county, state and federal attorneys to review documents
- Explore and identify each party's expectations
- Determine the service levels that need to be discussed with each agency
 - Level of emergencies
 - Standardize service definitions within each agreement



STRATEGIC PRIORITIES & ACTION ITEMS

- Identify costs
 - Standardize cost definitions – determine if we are looking at actual costs
- Identify a standardized template, including points that should be in each agreement
- Identify potential resource sharing opportunities, such as Fire Prevention
- Consider high impact auto- and mutual-aid agreements as a priority
- Monitor and track the impacts to the department of all agreements annually; if impacts are determined to be high or one-sided, monitor those agreements more often.

Action Item 3 F: Collaborate on Joint Operations with Other Public Safety Partners

Priority: 2

Assigned to: Office of Emergency Management

CCFD and its public safety partners desire to proactively collaborate on joint operations for handling large incidents, improving inter-operability, enhancing relationships and communications, better defining our roles with our public safety partners, and creating a method to implement a joint training plan.

ACTION PLAN

- Establish mutual adherence to NIMS/Incident Command System (ICS)
- Identify and prioritize training needs
- Identify agencies with whom we will be training and how we fit in with those agencies
- Identify available resources for joint operations and training
- Prioritize and schedule an implementation plan
- Consider group communications and interoperability
- Include Office of Emergency Management (OEM) and Homeland Security Joint Training
- Define what “tactical medicine” is to CCFD
- Include members of the Training Working Group in the Training Plan



Action Item 3 G: Improve Collaboration between County Departments and the Business Community

Priority: 2

Assigned to: Office of Emergency Management

During the stakeholder presentations we learned that our customers feel the county's permitting process is not well coordinated and we do not communicate our process to them. Our customers also feel we do not streamline the special events permitting processes or have a procedure in place in which they can request a fast track permit process.



STRATEGIC PRIORITIES & ACTION ITEMS

For example, potential conflicts may include challenges borne by the fire department after transitioning to a new computer application used to manage the permitting system. It required double data entry, does not interface with the Clark County Department of Business License’s application and does not eliminate hand written reports. There is not a good way to share relative data and the fire department needs to network more with other departments.

ACTION PLAN

- Streamline permitting process
- Develop permit process standards
- Provide the ability for permit applications and on-line approvals
- Establish a “cheat sheet” guideline for special events and create an app and website
- Develop incentives for customers to use preferred methods (i.e., web permit application)
- Develop business card hand-outs with the steps of the permit process to provide to customers
- Communicate all guidelines and procedures to customers
- Share data with other county departments responsible for permitting
- Hold stakeholder meetings with other county agencies to discuss issues and reach consensus
- Re-evaluate and potentially replace the computer hardware and software system
- Train Prevention staff to understand procedures, processes and methods
- Develop key performance measures (*in accordance with Action Item 1 A*)



Action Item 3 H: Promote Community Safety through Education

Priority: 2

Assigned to: Office of Emergency Management

Our community’s safety is the top priority of the Clark County Fire Department. We recognize that our community’s seniors and children are the most vulnerable to the effects of fire. We can help community members remain safe by teaching them how to be better prepared for emergencies.

ACTION PLAN

- Develop and distribute a residential self-inspection program, targeting the most common fire hazards in the home
- Formally promote fire safety during National Fire Prevention Week in October of each year



STRATEGIC PRIORITIES & ACTION ITEMS

- Identify targeted groups/communities and types of education needed (flood areas, wild-land threat, strip corridor, children, seniors, non-English speaking, learning disabled/special needs)
 - Tailor public education to these specific areas or demographic needs
- Partner with other agencies/organizations (i.e., SAFEKEY after school program)
- Consider providing community CPR training, fire extinguisher training, etc.
- Develop an aggressive school education campaign (i.e., actively seek participation)
- Partner with security officers, risk managers and engineers of high rise hotels and casinos to routinely train them on common fire violations and hazards
- Develop an active partnership with the Fire Prevention Association of Nevada (FPAN)
- Research other successful safety education programs and consider implementing them
- Launch outreach campaign for “potential juvenile fire setters,” for parents who have concerns about their children’s fascination with fire
- Develop and produce public safety announcements (PSA)
 - Develop seasonal public safety messages of the month (heat emergencies, drowning prevention, Christmas tree safety)
 - Play public education safety messages on phone lines instead of music for fire department customers to listen to while on hold
- Develop and distribute window stickers for people with pets
- Develop a public education hot line that will give subject-specific safety information and also direct the caller to correct division/person
- Develop a plan to re-establish a Fire Public Education Officer



STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 3 I: Collaborate with Casino and Hotel Operations

Priority: 1

Assigned to: Office of Emergency Management

Due to the high demand for services in casinos and hotel properties, it is necessary to collaborate with the principals of these properties. The collaborative efforts should clarify points of entry and increase coordinated training opportunities and communications between the department and casino/hotel staff. This program should include training on the expectations of CCFD and casino/hotel staff with the goal of decreasing the response time in getting to the patient's side.

ACTION PLAN

- Identify a single point of contact at CCFD for all casino/hotel staff
- Special operations training with casino/hotel security (include Metro)
- Create a slide show to share expectations of casino/hotel security on EMS and fire calls.
- Joint ICS drills – Hands on and table top training with casino/hotel staff, including security
 - Use casino/hotel media staff to photograph drills and assist in creating slide shows
- Conduct training with casino/hotel staff and vendors to assist with fire prevention issues
- Create a solution for the lack of radio communication in high rise properties



Action Item 3 J: Bring Fire Conventions and Training to Las Vegas

Priority: 3

Assigned to: Emergency Medical Services

Clark County has a significant number of sites capable of holding large conventions and seminars. As a global leader in the fire service, the Clark County Fire Department recognizes the benefit of bringing state, national, and international fire service conferences and training conferences to Clark County.

ACTION PLAN

- Identify a liaison within the department to seek state, national, and international conferences
- Identify the conferences that CCFD desires to bring to Clark County
- Task the liaison with contacting the parties responsible for selecting conference sites and determine how to enter the bid process
- Work with the Las Vegas Convention and Visitors Authority in developing bids for submission



STRATEGIC PRIORITIES & ACTION ITEMS

STRATEGIC PRIORITY 4: OUR INFRASTRUCTURE & TECHNOLOGY

The action items in this Strategic Priority are based on input from both department members and external stakeholders. Many of the department's 13 volunteer fire stations and much of the equipment are not current. The department's computer systems and website could be enhanced. As a result, productivity could be improved in areas, such as Fire Prevention, in order to improve services delivered to our customers and other departments that interface with our services.

Action Item 4 A: Create Maintenance Program for Volunteer Fire Stations and Equipment

Priority: 2

Assigned to: Support Services

The volunteer fire stations and equipment need both maintenance and modernization as some stations and pieces of equipment have met or exceeded their useful life. Some facilities will not accommodate modern apparatus, and facility maintenance can be slow in the rural areas. Apparatus breakdowns can cause reduced services that tend to occur more frequently than in the urban areas.



ACTION PLAN

- Create an apparatus replacement plan including:
 - Capital budget
 - Developer agreements that include new stations
 - Grants - use FEMA equipment and funding
 - Looking for new sources of revenue
 - Preparing an inventory of existing equipment and identify replacement costs for maintenance
 - Preparing an inventory of existing facilities
 - Identifying costs for improvements to accommodate new equipment
- Pursue other fire departments for replacement equipment
- Consult with local residents and businesses for repairs and replacements
- Evaluate purchasing requirements to utilize local businesses



STRATEGIC PRIORITIES & ACTION ITEMS

Action Item 4 B: Develop Information Technology Sustainability Plan

Priority: 2

Assigned to: Support Services

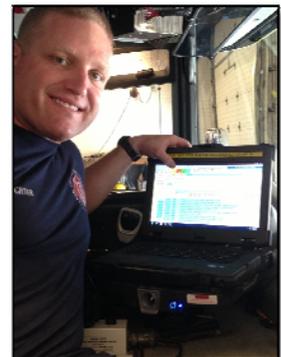
Our information technology hardware and software is outdated. There are compatibility issues with most of our computer programs such as Microsoft Office Version 2003, Windows XP. Additionally, the current computerized systems and software suffers from a number of challenges such as:

- 1) Lack of integration with other county and fire department systems
- 2) Lack of centralized data (CLIPS/NaviLine, FireRMS/BATS/Fire Files)
- 3) Outdated mobile computer devices, CAD & RMS
- 4) Fire Prevention – Accessing fire codes, and protocols
- 5) Investigation needs
- 6) Incompatibilities/redundant entries - same data entered into different systems
- 7) Computer network for rural stations
- 8) Slow network speed
- 9) Number of technology staff has not kept pace with equipment and department increases
- 10) There are many systems, but not enough administrators (i.e., CAD, RMS, email, Prevention, etc.)
- 11) Systems are not user friendly
- 12) System requirements are not well defined



ACTION PLAN

- Create an inventory of all CCFD computer system processes, hardware, and software
- Identify all system deficiencies
- Create a Computer System Master Plan
- Identify existing and future needs:
 - Hardware
 - Software where all data among divisions is shared or on common platforms
 - Access to other agency data
 - Mobile solutions
- Work with Clark County Department of Information Technology (IT) to expedite microwave in rural areas for internet access
- Address computer training needs (network structure and how programs integrate)
- Address technical and administrative support staff needs
- Ensure adequate funding to support current and future CCFD technology needs



STRATEGIC PRIORITIES & ACTION ITEMS

- Improve process with CCFD and Clark County IT
- Increase network speed
- Secure systems including the prevention of cyber attacks

Action Item 4 C: Enhance Clark County Fire Department's Presence on the World Wide Web

Priority: 1

Assigned to: Support Services

Our website is the gateway to our department and it could be better organized and more user friendly. The current website is very difficult to keep up to date: statistics are old and outdated; pictures are not up to date; it is fragmented and does not have a flow. Our volunteers are not well represented on the website.

ACTION PLAN

- Identify one person to perform overall management of the website to ensure consistency and appropriate content
- Designate a person in each division to manage its content on the website
- Work with Clark County IT concerning the website restrictions
- Seek input from our customers about how to change the website including the community, CCFD employees, and other county employees
- Appoint a CCFD representative to the Clark County web governance committee
- Explore providing links to internal content internet sites
- Consider the creation of a CCFD "app" and take advantage of other social media outlets
- Create a site map so the website is easier to manage
- Ensure that volunteers and rural fire stations are well represented on the website
- Use the website as a recruitment tool for volunteers



Action Item 4 D: Ensure Adequate Support Services Infrastructure

Priority: 3

Assigned to: Support Services

The department's support infrastructure has not kept pace with the growth of the department and much of the support infrastructure is outdated. The areas with the most prevalent needs are:

- 1) Mechanics Facility
 - 3 bays are too small for our fleet
 - Mechanics work on asphalt in heat



STRATEGIC PRIORITIES & ACTION ITEMS

- 2) Training Center
 - Space is not adequate for CCFD's training needs
 - EMS training is off site
 - Building integrity is at issue
 - Property security is not effective
- 3) Burn Tower
 - Has been decommissioned
 - Requires continuous repair
- 4) Warehouse
 - Space is inefficient to meet the needs
 - Some storage is outside
 - Have to use satellite warehouse
- 5) Life Support
 - In temporary trailer



ACTION PLAN

- Perform a needs assessment
- Estimate replacement costs
- Prioritize replacement needs
- Seek grant funding
- Look at regionalized facilities
- Put any approved needs in the Capital Improvement Plan
- Move forward as funding becomes available
- Explore consolidation of facilities such as combining training facility with fire stations



STRATEGIC PRIORITIES & ACTION ITEMS

STRATEGIC PRIORITY 5: OUR FISCAL RESOURCES

The department is aware of the extensive fiscal challenges facing Clark County and understands the significance of their potential impact on the services we provide for public safety. As a result, the Strategic Planning Team identified “Our Fiscal Resources” as one of the most compelling issues faced by our local government. This priority is directed toward assessing our current revenue stream and seeking future cost saving measures or alternative revenue sources since implementing significant service reductions and cost saving measures over the past three years.

Action Item 5 A: Assess Current Revenue Streams

Priority: 1

Assigned to: Administration

The current revenue streams of CCFD should be reviewed. Some fee schedules are outdated or do not cover the cost of service provided. Examples include internal revenue streams for Fire Prevention, special events, suppression (high impact projects, development agreements) and traffic accidents (insurance).

ACTION PLAN

A full assessment of the revenue streams should be performed for all CCFD revenue areas.

- Consider business community impact
- Re-evaluate billing and collection process
- Coordinate early for large scale event planning
 - Define what triggers fire department involvement in special event planning (i.e., EMS, suppression, command structure)
- Evaluate current fee schedule and update (currently on hold)
 - Include impact of streamlined services in fee schedule
 - Consider having third party consultants evaluate all fees and fiscal impact
- Evaluate events in rural areas
- Look at reproduction costs and policies
- Consider costs of false alarms and existing County ordinance



Tax Override:

The current tax override accounts for about \$15 million of the department’s revenue each year (per the projection from Clark County Department of Budget and Finance) and is due to sunset soon.

STRATEGIC PRIORITIES & ACTION ITEMS

ACTION PLAN

- Determine the actual expiration and voting date for the override
- Identify the impacts on the department and the community if the tax override is allowed to sunset; work in concert with County officials
- Develop a contingency plan if the tax override is not extended
- Develop an overall strategy to sustain the funding source



Action Item 5 B: Seek Alternative Revenue Sources and Cost Saving Measures

Priority: 1

Assigned to: Administration

CCFD has an obligation to be good stewards of county revenues that includes an obligation to help identify alternative revenue sources or cost saving measures. This action item identifies the seeking of alternative revenue sources as a priority of the fire department.

ACTION PLAN

- Create a list of services provided that have no cost-recovery source such as:
 - Wildland fires
 - Arson investigations
 - Court and depositions
 - Fire watch
 - Rural standby
 - Fire response
 - Auto accidents
 - EMS ride-a-longs
 - Providing services to other agencies
- Determine which services are necessary to maintain public safety
- Consider cost-recovery options for services that remain relevant
- Pursue grant funding
 - Assign a Chief Officer who will be assigned the responsibility to seek grants
 - Identify the most probable grants that are available



STRATEGIC PRIORITIES & ACTION ITEMS

- Hire a grant writer if necessary (fees paid as a percentage of grant funds received)
- Work with county and state officials and others to politically support grant efforts
- Seek creative ways to find “cash match” for grants that require it
- Tie grant effort to Strategic Plan
- Assess grant’s short- and long-term financial feasibility
- Determine who administrator would be
- Explore training revenue sources and opportunities
- Seek private sponsorships for specialized needs
 - Insurance companies
 - Corporate sponsors
 - Private companies
- Consider potential fiscal impacts to the community
- Check that service fees already in existence are applied appropriately
- Welcome sponsorships for community outreach and public education events
- Arrange development agreements to include funding for necessary specialized services, training, and equipment



ADDENDUMS

ADDENDUM 1: STAKEHOLDERS

At the beginning of the Strategic Planning process, the Steering Committee identified a list of stakeholders that they thought should have input into the Strategic Plan. Stakeholders are defined as those who have a “stake” in the operations of, and the services delivered by, the fire department.

Those stakeholders include:

- **THE COMMUNITY:** A list of community stakeholders was identified by the Steering Committee at one of their first meetings. This list represented residents, business, neighboring cities, associations, community organizations and community groups
- **COUNTY OFFICIALS:** They included County Commissioners, County Management, and officials representing county departments with which the department has frequent contact
- **PUBLIC SAFETY PARTNERS:** This group included neighboring fire departments, state and federal public safety agencies, Las Vegas Metropolitan Police Department, emergency medical organizations and businesses. These are the public safety partners that the department interacts with on a regular basis
- **MEMBERS:** The members of the Clark County Fire Department – both paid and volunteers

The above identified Stakeholders were divided into the following groups through which the Planning Team received their input:

- **CORE STAKEHOLDERS:** Stakeholders that the Planning Team invited to address to the entire Planning Team
- **EXTERNAL STAKEHOLDERS:** Stakeholders to be interviewed by individual Planning Team Members that are not part of the Clark County organization
- **INTERNAL STAKEHOLDERS:** Stakeholders to be interviewed by individual Planning Team members that are part of the Clark County organization, including the fire department
- **FOCUS GROUPS:** Internal and external stakeholders that participated in facilitated focus group meetings

Note: Members of the department had the opportunity to participate in a department-wide confidential survey. In addition, some were interviewed by Planning Team members and others by the consultants.

Once the Steering Committee put together the proposed list of stakeholders, the Planning Team then had an opportunity to recommend additional stakeholders they believed needed to be included. All-in-all, the number of individual stakeholders and stakeholder groups/organizations identified totaled almost 200.

The following is a list of stakeholders that were invited to provide input into the Strategic Plan; although most did participate a few were not able or chose not to:

ADDENDUMS

CORE STAKEHOLDERS

CLARK COUNTY DEPARTMENTS: Ed Finger, former Assistant County Manager; David Dobrzynski, Department of Budget and Finance; Garrett Terberg, Comprehensive Planning; Neil Burning, Building Department; T. Ann Perez, Business License; Chuck James, Real Property Management; Erik Pappa, Public Communications; Theresa Lee, Information Technology; Jackie Brady, Laughlin Town Manager

FIRE DEPARTMENTS: Mike Myers, Las Vegas Fire and Rescue; Tim Sendelbach, North Las Vegas Fire Department; Jeff Lytle, Henderson Fire Department

HEALTH DISTRICT: Tom Coleman, Chief Health Officer, SNHD; Dr. Dale Carrison, CCFD Medical Director; Rory Chetelat, EMS Office, SNHD

LAW ENFORCEMENT: Tom Chittum, Alcohol, Tobacco & Firearms (ATF); Greg McCurdy, Las Vegas Metropolitan Police Department; Thom Jackson, Nevada Highway Patrol

MEDIA: Marie Mortera, Channel 3; Charlie Waters, Las Vegas Review Journal

OTHER CORE STAKEHOLDERS: Carole Vilardo, Nevada Taxpayers Association; Jeremy Aguero, Applied Analysis; Nat Hodgson, Southern Nevada Home Builders Associations; Local 1908

TOURISM & BUSINESS: Terry Jicinsky, Las Vegas Convention & Visitors Authority

EXTERNAL STAKEHOLDERS

ADVISORY BOARDS / TOWN COUNCILS: Mt. Charleston; Sandy Valley; Lone Mountain; Searchlight; Mountain Springs; Indian Springs; Goodsprings; Paradise; Winchester; Bunkerville; Laughlin; Moapa; Moapa Valley; Lower Kyle Canyon; Red Rock; Winchester

CITY OFFICIALS: Betsy Fretwell, Las Vegas City Manager; Timothy Hacker, North Las Vegas City Manager; Jacob Snow, Henderson City Manager

CHAMBERS OF COMMERCE: Latin Chamber of Commerce; Asian Chamber of Commerce; Las Vegas Metro Chamber of Commerce

CUSTOMERS/LARGE VENUES/ASSEMBLIES: State Contractors' Board; Assembly and Convention Group; Fire Protection Contractors; Pyrotechnic Companies; Silver Bowl; Las Vegas Events; Las Vegas Motor Speedway

DISPATCH SERVICES: Fire Alarm Office (FAO)

EMERGENCY MEDICAL SERVICES: Dr. Slattery, Las Vegas Fire and Rescue

ADDENDUMS

FEDERAL AGENCIES: Federal Emergency Management Administration (FEMA)

FIRE DEPARTMENTS: Boulder City; Mesquite; San Bernardino, CA; Pahrump; Creech Air Force Base; Nevada Division of Forestry; US Forest Service/National Park Service; Nevada Test Site; Beaver Dam Fire; Nellis Air Force Base

LAS VEGAS METROPOLITAN POLICE DEPARTMENT: Search and Rescue Division; Resident Officers' Supervisors; Haz-Mat (ARMOR); Homeland Security; Metro Strip Commander; Event Planning

LAW ENFORCEMENT AGENCIES: Clark County School District Police; Taxi Cab Authority; Federal Bureau of Investigation (FBI)

NATIVE AMERICAN COUNCILS: Moapa Valley Band of Paiutes

NON-PROFIT ORGANIZATIONS: American Red Cross; Firefighter Burn Foundation; Muscular Dystrophy Association (MDA); Trauma Intervention Program (TIPS)

OTHER GOVERNMENTAL SERVICES: State Fire Marshal; Occupational Safety and Health Administration (OSHA); Local Emergency Planning Commission (LEPC); State Emergency Response Commission (SERC)

PRINT MEDIA: El Mundo; El Tiempo; Moapa Valley Progress; R&R Advertising

PRIVATE MEDICAL TRANSPORT: American Medical Response (AMR); Medic West; Mercy Air; Care Flight; Baker Ambulance; Community Ambulance

PUBLIC/PRIVATE SCHOOLS: University of Nevada Las Vegas (UNLV); Clark County School District; College of Southern Nevada (CSN)

RADIO MEDIA: KDWN 720; KCEP 88.1

SENIOR HOUSING: Nursing Homes; Skilled Nursing Facilities; Assisted Living Facilities; Rehab Facilities

STRIP HOTEL PROPERTIES: Venetian/Palazzo; MGM Grand/Mandalay/City Center; Caesar's Entertainment; Station Casinos; Wynn; Boyd Gaming

TARGET HAZARDS: Chemical Plants (BMI); Yucca Mountain; Kinder Morgan; UNEV (Utah/Nevada Pipeline); Kern River

TELEVISION MEDIA: Channel 5; Telemundo; Univision; Mundo FOX

THINK TANKS: Transparent Nevada

ADDENDUMS

UNIONS AND ASSOCIATIONS: Clark County Professional Black Firefighters' Association; Nevada State Firefighters' Association; Nevada Fire Chiefs' Association; Professional Firefighters of Nevada; Fire Prevention Association of Nevada; Heavy Equipment Operators Local 12; National Association for the Advancement of Colored People (NAACP); Homeowners' Associations; Las Vegas Security Chiefs Association

INTERNAL STAKEHOLDERS

CLARK COUNTY FIRE MEMBERS: Employee Assistance Program (EAP); Volunteers/Rural Firefighters; Fire Administration: Fire Support Division; Fire Suppression Division; Fire Prevention Division

COUNTY DEPARTMENTS: Airport (Department of Aviation); Finance; Regional Flood Control; Automotive Services; Human Resources; Air Quality; Public Works; Parks and Recreation; Risk Management; Homeless Services; Family Services

ELECTED OFFICIALS: Clark County Board of Commissioners: Commissioner Steve Sisolak, Commissioner Larry Brown, Commissioner Susan Brager, Commissioner Tom Collins, Commissioner Chris Giunchigliani, Commissioner Mary Beth Scow, Commissioner Lawrence Weekly

TRANSPORTATION: Regional Transportation Commission (RTC)

FOCUS GROUPS

CLARK COUNTY FIRE DEPARTMENT MEMBER FOCUS GROUPS: Fire Suppression – ten focus groups, Battalion Chiefs – one focus group; two each with A-Shift, B-Shift, and C-Shift, one with the Airport fire station and one with the Laughlin fire stations; Rural/Volunteers – one focus group; Fire Prevention – two focus groups; Support Division – one focus group; SEIU employees – one focus group; Training Division - one focus group

COMMUNITY FOCUS GROUPS: Mountain Crest Community Center; Paradise Community Center; Whitney Community Center; Desert Breeze Community Center; Hollywood Recreation Center; Enterprise Library; Walnut Community Center; Laughlin Community Focus Group

ADDENDUMS

ADDENDUM 2: FOLLOW THROUGH PLAN

To ensure implementation and the ultimate success of this Strategic Plan, several follow through items need to be considered.

PROMOTION AND PUBLICATION

First and foremost, it is vitally important that all members of the Planning Team discuss and promote the merits of this plan throughout the fire department organization. This will give the department members not involved with developing the Plan insight into the complex process used to develop it. The Strategic Plan should be published to the department and the community. At a minimum, the Plan should be posted on the department's website.

ESTABLISH ACCOUNTABILITY

Equally essential is accountability. It is necessary to identify one Chief Officer to oversee, monitor and coordinate the implementation of this Plan. Additionally, individual Chief Officers will need to be assigned to each of the action items. Their responsibility will be to oversee completion of each of the action items to meet the timelines defined for each strategic priority.

CONTINUED INVOLVEMENT OF DEPARTMENT MEMBERS

It is contemplated that an Action Item Committee will be appointed to complete the work associated with each of the action items, and each committee will have a chair.

TIMELY COMPLETION & EMPOWERMENT

The Chief Officers assigned will make certain that each committee chair is selecting a committee and beginning work on the action item early enough to ensure completion within the assigned time frame. Additionally, these Chief Officers will assist committee chairs in defining the outcome expected for each action item, ensuring that the chair and committee understand what they are to do (i.e., an expected outcome might be to submit a staff report that contains a recommendation to the Chief; or in the case of a training item, it could be the development of a training master plan that applies to a specific division).

It is essential that the committees responsible for accomplishing the action items be empowered with enough time and authority to see them through to completion. A significant part of accountability is establishing deadlines. A clear expectation must be that action items will be completed on time. If more time is necessary, the chair will need to bring this to the attention of the Chief Officer overseeing the action item well in advance of the due date, with an explanation and a recommendation for a revised due date. The Chief Officer will notify the Fire Chief of the revised due date.

ADDENDUMS

REGULAR ASSESSMENTS

A regular meeting schedule (quarterly or semiannual) will be established and published for Planning Team members to meet and assess the progress of the plan. During these meetings, action item chairs will be expected to report on the progress made toward completing their respective action item(s).

REPORTING FORMAT

To assist with tracking the progress in completing action items, a consistent action item report format and a “punch list” will be helpful. These two items will assist the chairs in identifying the critical tasks required to complete the action item and the format of the report for which they are responsible.

CELEBRATION OF SUCCESS

The department will need to celebrate successes. As action items are completed, the committee chairs and committee members responsible for seeing them through should be openly acknowledged for their accomplishments. Additionally, an effective way to engage department members that are not involved with implementing the Strategic Plan is to regularly publish the accomplishments; department members will know that the Strategic Plan and its action items are actually being completed. An example of this might be to place the Strategic Plan Matrix on the department’s website and update it as action items are completed, with notification to all department members.

Internal stakeholders should be informed about how they are included in the plan. An example of this might be to inform EMS staff that, as part of the Strategic Plan, a training working group has been established to develop a master training plan for their division and work units. In this instance, you would inform the stakeholders about who the chair is and who the committee members are. External stakeholders will be handled in much the same way, although information on the chair and committee members may not be applicable.

EVALUATION OF OUTCOMES

The department will need to evaluate outcomes. One method might be to informally poll the stakeholders affected by an action item to determine if the action taken has been effective and meets their expectations; then implement refinements as necessary.

PERIODIC ADJUSTMENTS

This Strategic Plan is a dynamic plan. The department should expect to make adjustments and refinements to the Plan along the way. We live in a constantly changing environment, and the department must be prepared to change its Plan from time to time to meet new demands. The quarterly or semiannual meetings of the Planning Team will provide a good opportunity and forum to make any required adjustment.

ADDENDUMS

ADDENDUM 3: PLANNING TEAM MEMBERS

Fire Chief Bertral Washington*	Deputy Fire Marshal Kurt Gottschalk
Deputy Fire Chief Kelly Blackmon*	HazMat Coordinator Richard Brenner
Assistant Fire Chief Michael Johnson*	Fire Inspector Wayne Dailey
Battalion Chief Leo Durkin*	Fire Inspector John Baynes
President Ryan Beaman (IAFF Local 1908)*	Fire Investigator Denell Hoggard
Captain John Steinbeck*	Sr. Business Analyst Theresa Lee
Engineer Mack Travis Jr.*	Systems Programmer II Imad Bachir
Fire Inspector Martin Casillas*	Executive Assistant Pam Hatty
Management Analyst Margie Yatson*	Secretary Kelly Foster
EMS Coordinator Pat Foley*	
Sr. Deputy Fire Chief Girard Page	
Deputy Fire Chief Erik Newman	
Assistant Fire Chief Troy Tuke	
Assistant Fire Chief Jon Palmer	
Assistant Fire Chief Don DeCaria	
Captain Jason Senior	
Captain Robin Brown	
Captain Rian Glassford	
Captain Jon Wiercinski	
Administrative Captain Dave Croston	
Engineer Adam Weiss	
Engineer James Johnson	
Engineer Nels Eastgard	
Firefighter Luke McCarthy	
Training Instructor Larry Haydu	

** Denotes Steering Committee Member*

ADDENDUMS

ADDENDUM 4: IMPLEMENTATION MATRIX

STRATEGIC PRIORITY 1: OUR DEPARTMENT

PRIORITY	ASSIGNED TO	ACTION ITEM	COMMITTEE MEMBERS
1A	2	Administration	<p>Chair – Rian Glassford Adam Weiss, Theresa Lee, Kelly Blackmon, Margie Yatson, Ryan Beaman, Craig Meyers</p>
1B	2	Training	<p>Chair – Leo Durkin Robin Brown, Erik Newman, Troy Tuke, Margie Yatson, Adam Weiss, Jason Senior, John Steinbeck, Pat Foley, Nels Eastgard, Rian Glassford, Ryan Beaman, Paul Youdelis, Doug Strickland, Steve Holloway, Jameson Perdue, Steve Meldrum</p>
1C	2	Emergency Medical Services	<p>Chair – Jimmy Johnson Troy Tuke, Pat Foley, Ryan Beaman, Steve Meldrum</p>
1D	1	Support Services	<p>Chair – Kelly Foster David Croston, Kelly Blackmon, Ryan Beaman, Patricia Armstrong, Judy Stiborek, Laurie Busch, Steve Holloway, Dmitri Claridy, Amber Cox, Judy Smith, Jeff Reagor, Tanya Thomas</p>
1E	2	Administration	<p>Chair – Kurt Gottschalk Erik Newman, Troy Tuke, Mack Travis, Robin Brown, Wayne Dailey, Margie Yatson, Pat Foley, Jimmy Johnson, Ryan Beaman, Patricia Armstrong, Robert Williams, Amber Cox</p>
1F	2	Administration	<p>Chair – Wayne Dailey Kelly Blackmon, Kelly Foster, Ryan Beaman, Christy Cormier</p>
1G	1	Training	<p>Chair – Pat Foley Mack Travis, John Steinbeck, Leo Durkin, Jimmy Johnson, Ryan Beaman</p>
1H	2	Emergency Medical Services	<p>Chair – Rian Glassford Erik Newman, Troy Tuke, Nels Eastgard, Margie Yatson, Ryan Beaman</p>
1I	2	Support Services	<p>Chair – Sandra Baker Wayne Dailey, Kelly Blackmon, Jimmy Johnson, Kelly Foster, Kurt Gottschalk, Pat Foley, Ryan Beaman, Steve DiGiovanni, Amber Cox</p>
1J	3	Administration	<p>Chair – Troy Tuke David Croston, Kelly Blackmon, Sandra Baker, Ryan Beaman, Christy Cormier, Glenn Sparks</p>
1K	1	Support Services	<p>Chair – Martin Casillas David Croston, Kelly Blackmon, Ryan Beaman, Jameson Perdue, Patricia Armstrong</p>

ADDENDUMS

STRATEGIC PRIORITY 2: OUR MEMBERS

PRIORITY	ASSIGNED TO	ACTION ITEM	COMMITTEE MEMBERS
2A	1	Training	<p>Chair – Mack Travis Martin Casillas, Nels Eastgard, Rian Glassford, Kelly Blackmon, Kelly Foster, Kurt Gottschalk, Ryan Beaman, Tanya Thomas</p>
2B	1	Emergency Medical Services	<p>Chair – Greg Cassell Mack Travis, Ryan Beaman, Judy Stiborek, Jamie Lee</p>
2C	2	Training	<p>Chair – Rick Reid Wayne Dailey, Ryan Beaman</p>
2D	1	Training	<p>Chair – Jon Wiercinski Mack Travis, Erik Newman, Larry Haydu, Martin Casillas, Kurt Gottschalk, Ryan Beaman, Ed Kaminski, Denell Hoggard, Ron Lupton, Carol Trujillo, Don Abshier, Thomas Touchstone, John Steinbeck, Gary Stevenson, Leo Durkin, Evan Hannah, Steve Broadwell, Greg Cassell, Mark Kittleson</p>
2E	2	Training	<p>Chair – John Steinbeck David Croston, Troy Tuke, Kelly Foster, Jon Wiercinski, Ryan Beaman, Ed Kaminski, Valerie Schubert</p>
2F	2	Training	<p>Chair – Larry Haydu John Steinbeck, Leo Durkin, Ryan Beaman, Don Abshier, Steve Holloway, Jun Duffy, Ron Lourenco, Ed Kaminski, Valerie Schubert, Chris Carbajal</p>
2G	1	Training	<p>Chair – Jon Palmer Larry Haydu, Don DeCaria, Mike Johnson, Ryan Beaman</p>
2H	1	Training	<p>Chair – Don DeCaria Jon Palmer, Mike Johnson, Larry Haydu, Wayne Dailey, Ryan Beaman</p>
2I	2	Emergency Medical Services	<p>Chair – Nels Eastgard Robin Brown, Mack Travis, Imad Bachir, Jimmy Johnson, John Baynes, Ryan Beaman, Judy Smith</p>
2J	2	Administration	<p>Chair – John Baynes Wayne Dailey, Nels Eastgard, Kelly Blackmon, Kelly Foster, Larry Haydu, Ryan Beaman, Patricia Armstrong, Jamie Lee, Shawn Gregory, Ward Symes</p>
2K	2	Administration	<p>Chair – Pam Hatty Mack Travis, Nels Eastgard, Kelly Foster, Sandra Baker, Ryan Beaman, Patricia Armstrong</p>

ADDENDUMS

STRATEGIC PRIORITY 3: OUR COMMUNITY AND PUBLIC SAFETY PARTNERS

PRIORITY	ASSIGNED TO	ACTION ITEM	COMMITTEE MEMBERS
3A	2	Office of Emergency Management Reaching Out to Our Unincorporated Communities	Chair – Mike Johnson Kelly Blackmon, Larry Haydu, Ryan Beaman, Judy Stiborek
3B	1	Office of Emergency Management Promoting a Positive Clark County Fire Department Image	Chair – David Croston Martin Casillas, Rian Glassford, Jimmy Johnson, Kelly Foster, Ryan Beaman, Patricia Armstrong, Penny Dale, Chris Ganier, Joseph Monga, Michael Courtney, Ward Symes
3C	1	Office of Emergency Management Establish a CCFD Media Liaison	Chair – John Steinbeck Jason Senior, Mike Johnson, David Croston, Martin Casillas, Sandra Baker, Ryan Beaman, Ward Symes
3D	1	Office of Emergency Management Refine the CCFD Media Policy	Chair – Denell Hoggard Martin Casillas, Sandra Baker, Ryan Beaman, Ward Symes
3E	2	Office of Emergency Management Manage Inter-agency Agreements	Chair – Robin Brown Kelly Blackmon, Jimmy Johnson, Mike Johnson, Ryan Beaman, Grant May
3F	2	Office of Emergency Management Collaboration on Joint Operations with Other Public Safety Partners	Chair – Trent Jenkins David Croston, Troy Tuke, Jimmy Johnson, Ryan Beaman
3G	2	Office of Emergency Management Improving Collaboration Between County Departments & the Business Community	Chair – Theresa Lee Girard Page, Kelly Foster, Sandra Baker, Ryan Beaman, Steve DiGiovanni, Kurt Gottschalk, Penny Dale, Christy Cormier, Chris Ganier, Glenn Sparks
3H	2	Office of Emergency Management Promote Community Safety Through Education	Chair – Sandra Baker David Croston, Kelly Blackmon, Kelly Foster, John Baynes, Ryan Beaman, Jamie Lee
3I	1	Office of Emergency Management Collaboration with Casino and Hotel Operations	Chair – Jason Senior Rian Glassford, Nels Eastgard, Richard Brenner, Troy Tuke, Adam Weiss, Erik Newman, John Baynes, Ryan Beaman, Ed Kaminski, Jamie Lee, Penny Dale, Judy Stiborek, Martin Casillas, Chris Ganier, Shawn Gregory
3J	3	Emergency Medical Services Bring Fire Conventions and Training to Las Vegas	Chair – Luke McCarthy David Croston, Kelly Blackmon, Margie Yatson, Ryan Beaman, Craig Meyers

ADDENDUMS

STRATEGIC PRIORITY 4: OUR INFRASTRUCTURE AND TECHNOLOGY

PRIORITY	ASSIGNED TO	ACTION ITEM	COMMITTEE MEMBERS
4A	2	Support Services Maintenance Program for Volunteer Fire Stations & Equipment	Chair – Mike Johnson Wayne Dailey, Larry Haydu, Don DeCaria, Jon Palmer, Ryan Beaman
4B	2	Support Services Information Technology Sustainability	Chair – Imad Bachir Adam Weiss, Margie Yatson, Ryan Beaman, Amber Cox
4C	1	Support Services Enhancing CCFD's Presence on the World Wide Web	Chair – Adam Weiss Larry Haydu, Nels Eastgard, Imad Bachir, Ryan Beaman, Christy Cormier, Ward Symes
4D	3	Support Services Ensure Adequate Support Services Infrastructure	Chair – Margie Yatson Kelly Foster, Larry Haydu, Jon Wiercinski, Ryan Beaman, Judy Smith, Amber Cox

STRATEGIC PRIORITY 5: OUR FISCAL RESOURCES

PRIORITY	ASSIGNED TO	ACTION ITEM	COMMITTEE MEMBERS
5A	1	Administration Assess Current Revenue Streams	Chair – Richard Brenner Denell Hoggard, Troy Tuke, Kelly Blackmon, Sandra Barker, Ryan Beaman, Shannon Miller, Dmitris Claridy, Ed Zagalo, Steve DiGiovanni, Patricia Armstrong, Craig Meyers, Adam Sutlief, Scott Straily
5B	1	Administration Seek Alternative Revenue Sources and Cost Savings Measures	Chair – Margie Yatson Wayne Dailey, Kelly Blackmon, Richard Brenner, Troy Tuke, Kurt Gottschalk, Sandra Baker, Denell Hoggard, Ryan Beaman, Patricia Armstrong, Craig Meyers, Adam Sutlief

DEPUTY CHIEF ASSIGNMENTS

DIVISION	DEPUTY CHIEF
Office of Emergency Management	Deputy Chief Fernandez Leary
Support Services / Training	Deputy Chief Erik Newman
Administration	Deputy Chief Kelly Blackmon
Emergency Medical Services	Deputy Chief Jon Klassen

PRIORITY TIMELINE

PRIORITY	TIMELINE
1	< 2 years
2	< 4 years
3	5+ years

GLOSSARY

ALPHA CALLS: Non-critical incidents. Emergency vehicles responding to these types of calls will follow the flow of traffic; no lights nor siren.

CODE-3: Mode of response for an emergency vehicle responding to a call using lights and siren.

CROSS-STAFFING: Utilizing personnel to perform multiple functions between two pieces of apparatus.

HOLD SHORT: Type of response where a fire emergency vehicle does not proceed to the scene until cleared by police.

LEGAL 2000: Involuntary police hold, typically up to 72 hours, due to danger to self and others.

LOAD LEVELING: Distribution of workload within a station.

MOVE UP: Reallocation of resources to a response that has been impacted as a result of a significant incident that depletes the resources in that area.

RESPONSE MODELS: Resources needed to meet the department's stated service-level objectives.

STANDARDS OF COVER: Written procedures determining the distribution and concentration of fixed and mobile resources of the department.

VERTICAL RESPONSE TIME: Amount of time it takes for medical personnel from arrival on scene to arrival at the patient's side; generally within a high-rise structure.

CONTACT INFORMATION

Clark County Fire Department

Fire Administration
575 E. Flamingo Road, 3rd Floor
Las Vegas, NV. 89119
Tel 702-455-7311
Fax 702-734-6111

Clark County Fire Training Center

4425 W. Tropicana Avenue
Las Vegas, NV. 89103
Tel 702-455-7700
Fax 702-455-8349

*** Clark County Fire Prevention Bureau**

4701 W. Russell Road
Las Vegas, NV. 89103
Tel 702-455-7316
Fax 702-455-7347

** Division moved to the Building Department effective March 11, 2013.*

