



# Reno Fire Department



*Review of CPSM  
Study  
2-10-2020*

- A. January 2019, the Center for Public Safety Management, LLC (CPSM) was commissioned by the City of Reno to perform an operational and administrative analysis of the Reno Fire Department that involved the following major outcomes:
- i. Examination of the Department's organizational structure and culture;
  - ii. Performance of a gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
  - iii. Recommendation of a management framework to ensure accountability, increased efficiency and improved performance;
  - iv. Conducting a data-driven forensic analysis to identify actual workload; and
  - v. Identification and recommendation of appropriate staffing and deployment levels for each discrete operational and support function in the department.

- B. In the course of their analysis, CPSM performed:
  - i. Information gathering, data collection and analysis, data certification
  - ii. Conducted a three-day on-site visit to meet with internal Fire Department and City staff, as well as external stakeholders
  - iii. CPSM included representatives from IAFF Local 731, REMSA and the District Board of Health in the data gathering and interview process.
  - iv. Prepared a final report to the City in September 2019
  
- C. CPSM's final report included thirty-two recommendations in regard to City and Fire Department operations that are based on best practices derived from the NFPA, CPSM, ICMA, the U.S. Fire Administration, the International Association of Emergency Managers and FEMA.

**Recommendations #6 & 7: The City should adopt a fire apparatus replacement schedule and fund that includes an evaluation/replacement process that takes into account vehicle age, miles/hours of usage, maintenance records, and historical repair costs.**

- In FY 19/20 the City Council approved funding for the adoption of a Fire Apparatus Replacement program for the next 10 years.
- The program addresses the needs for both heavy duty and light duty Fire vehicles, and the implementation of Operative IQ will further enhance the fleet evaluation process.

**Recommendation #29: The Reno Fire Department should institute written and practical skills testing as part of the department's comprehensive fire training program.**

- RFD currently utilizes written and practical skills testing as part of our comprehensive training program.

**Recommendation #2:** RFD should consider the expansion of program management duties to field personnel and utilize these assignments to enhance career development and subsequently consider successful fulfillment of these duties as a factor in the promotional process.

- RFD currently utilizes field personnel through the SA/TA process to enhance career development and considers participation in this process a factor in promotional opportunities.

**Recommendation #4:** RFD should expand the training requirements, certifications, and college education prerequisites for the Fire Equipment Operator, Captain, and Battalion Chief promotional processes.

- RFD continually evaluates training requirements, certifications and educational prerequisites for all promotional testing processes.

**Recommendation #5:** The City should undertake a comprehensive fire station capital improvements program that provides the necessary repairs, renovations, and reconstruction of this critical capital resource.

- RFD continually works in conjunction with the Public Works Department and the Finance/Budget division to identify fire station needs for improvements/renovations and reconstruction of stations. Requests are submitted annually through the City's budget process for funding.

**Recommendation #8:** The City should work with REMSA, area EMS Advisory Boards, and the Washoe County Health District to implement a common radio frequency that is utilized by ambulance and fire first responders on all EMS calls.

- The Franchise Agreement, Article 5 states that REMSA is required to have 800 MHz, but has not yet done so. RFD currently utilizes 800 MHz radios. RFD continues to work with REMSA, the EMS Advisory Board and WC Health District to implement a common radio frequency utilized by ambulance and first responders on EMS Calls.

**Recommendation #10 & 11 & 26:** RFD should implement a pre-fire planning process for all target hazards and high-risk commercial properties and institute an effort to enter pre-fire/incident plans on apparatus MDTs. Additionally, RFD should institute an in-service fire company inspection program that promotes responder familiarization, code enforcement, and fire prevention efforts.

- RFD is in the process of implementing a program known as First Due. This program accesses information from external (assessor, recorder) and internal data bases (CD, Fire Prevention) for each address in the City and provides that information in real time to crews responding to an emergency. In addition, the Fire Prevention Bureau is implementing a systematic approach to inspecting each business in the City and to improve our data collection, storage and access capabilities to better account for each inspection. (Also see recommendation #24)

**Recommendation #24: RFD should work with the City of Reno Building Department, the Planning Department, the County Tax Appraiser, the Finance Department, and other local officials in creating a master file of inspectable properties within the City of Reno.**

- RFD has contracted with a data management vendor to enhance our existing occupancy data to develop a complete master file of inspectable properties within the City of Reno.

**Recommendation #28: The Reno Fire Department should establish a training steering committee composed of Battalion Chiefs, Captains, Driver Operators, Firefighters, union representatives, and EMS staff. This committee should conduct a training needs assessment, develop priorities, and provide direction regarding the training efforts of the department.**

- RFD continues to assess, develop and implement training for department personnel based on current needs and priorities. Included in these efforts are targeted training for Fire Equipment Operators, Captains and Battalion Chiefs, both prior to and after promotion.

**Recommendation #15: The RFD should consider the hiring of seasonal fuel crews who provide fuel management and wildfire mitigation efforts in the community.**

- Seasonal fuel crews are an excellent resource for providing fuel management and wildfire mitigation efforts. The cost of a 12 person crew at \$15/hr. for 5 months is approximately \$145K. RFD would propose seeking grant or other non-General Fund opportunities to support this program.

**Recommendation #25: The City of Reno should revise its residential fire sprinkler requirements so that automatic fire sprinklers are required in all new residential home construction.**

- The City of Reno has revised its residential fire sprinkler requirements so that automatic fire sprinklers are required in certain residential structures for new home construction. Our recommendation would be to require fire sprinklers in ALL new residential construction. RFD has applied for a UNR Community Based Grant to provide the cost/benefit data necessary to support the residential sprinkler requirement.

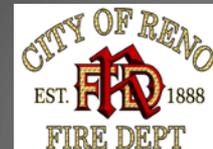
- **Recommendation #14**: The City should re-evaluate its current practice of offering compensatory time off in lieu of actual pay for both holiday accruals and out-of-area wildland assignments.
- **Recommendation #19**: RFD should move to a cross-staffing model that utilizes personnel currently assigned to the City's two ladder trucks to deploy on alternative response vehicles (squad units) when the call type and service needs merit this type of response.
- **Recommendation #27**: RFD should discontinue the use of a firefighter recruit academy and instead require attainment of Firefighter I & II and EMT certifications as employment prerequisites for all new firefighters.
- **Recommendation #30**: RFD should institute an annual physical fitness evaluation process for all emergency response personnel, including chief officers.

# Department Accomplishments



1. The Reno Fire Department achieved our highest call volume ever in our 131-year history, with no increase in staffing.
2. In 2019, we responded to 43,383 calls, a 4% increase over 2018, with an average response time of 6:44 minutes.
3. With the addition of two paramedic staffed engine companies, we increased our total daily front-line paramedic response units to eight; which averages about two paramedic companies per year since the inception of our paramedic program in 2016.
4. Our Fire Prevention Division responded to 1,011 incidents involving fires. The Fire Investigation Arson Unit investigated 196 of these fires and made seven separate arson arrests.

## Department Accomplishments (Continued)



5. Responded to and assisted federal, state, and local firefighting agencies with 85 personnel and five apparatus to 30 wildland fires in three states. The Department will receive over \$600,000 in reimbursements for the services performed on these incidents.
6. Received an Assistance to Firefighters (AFG) SAFER grant to fund eight new firefighter positions for three years in the amount of \$1.9 million dollars.
7. Placed 12 new fire recruits on-line in August 2019, following the completion of a rigorous and challenging 16-week fire academy; our fifth academy in the past four years.
8. On October 14, 2019, we started a second 2019 firefighter recruit academy with 14 new fire recruits that are due to graduate and be placed on-line in February 2020.

## Department Accomplishments (Continued)



9. Purchased two new fire engines and one fire truck with a Clean Cab concept to enhance Firefighter safety.
10. The number of new construction plan reviews performed by our Fire Prevention Division increased to 2,041, a 11% increase over 2019; and the number of new construction inspection performed increased to 4,227, a 15% increase over 2019.
11. Implemented a new, department-wide comprehensive inventory and fleet management system (Operative IQ).
12. Our Logistics Division initiated delivery of emergency response supplies weekly to our 14 fire stations to keep firefighters in-service and ready to respond from their fire stations 24/7.

## Department Accomplishments (Continued)



13. Our Logistics Division initiated delivery of emergency response supplies weekly to our 14 fire stations to keep firefighters in-service and ready to respond from their fire stations 24/7.
14. Hired a new Emergency Medical Services Coordinator for our Emergency Services Division, in which EMS calls represent 67% of our service volume.
15. Hired a new Fire Equipment Service Writer for our Fire Fleet Maintenance Division enhancing organization and productivity.
16. Our Emergency Management Division updated the 5-Year City-Wide Hazard Mitigation Plan and the City-Wide Continuity of Operations Plan

## Department Accomplishments (Continued)



17. Tested and promoted, two Battalion Chiefs, six Fire Captains and eight Fire Equipment Operators.
18. Received grant funding for Emergency Management and training equipment in the amount of \$155,000.
19. Developed and implemented our Mobile Outreach Safety Team (MOST) providing services to community members in need.
20. Purchased and issued individual radios and flashlights to every personnel increasing safety on emergency scenes.
21. Over 30 RFD personnel have been qualified as wildland fire “Line-Medics”. This specialized training along with a full complement of ALS equipment and supplies allows these medics to work alongside firefighters in remote and austere conditions and provide high levels of medical care in the event of a serious injury or illness.

22. Implemented a REM (Rapid Extrication Module) Team with the compliment of an off-road UTV vehicle, which can provide care, rescue and transportation to injured firefighters and victims in remote locations.
  
23. Participated Active Assailant/Rescue Task Force (RTF) training was conducted with Reno Police Department (RPD) and REMSA. All line personnel, Investigators and Battalion Chiefs received NFPA 3000-Tactical Emergency Critical Care (TECC) training dealing with the response, treatment and extrication of victims of an active shooter event. Live simulated exercises involving dozens of volunteer victims were executed with RFD.

## 24. Provided training to our firefighters in areas such as:

- Tactical Emergency Casualty Care (TECC)
- EVOC - Emergency Vehicle Operator's Course
- Acting Captain's Academy
- Incident Safety Officer Course
- Fire Equipment Operator Engine and Aerial Academy
- Attic Fire Training
- Forcible Entry Training
- Patient Special Needs Training for Autism
- Paramedic - ITLS, ACLS and PALS certification training

## Department Accomplishments (Continued)



25. We are engaged with our regions higher education institutions through its participation in the proctorship of over 150 EMT and AEMTs students annually from Truckee Meadows Community College (TMCC) as well as Western Nevada Community College (WNC) for their required clinical “ride-alongs”.
26. We are an active participant in UNR’s College of Public Health’s internship program providing much needed internship opportunities for 2 bachelorate students each semester. These student’s area of focus is on community health and are assigned such projects as community cardiac arrest outcomes and homeless population health issues.
27. We participated in over 110 Community Requests which include Engine Requests, Fire Safety Presentations, and Station Tours.
28. Increased our social media participation and engagement in Facebook, Twitter and Instagram.

29. We are actively involved in the region's EMS efforts through regular participation in the following organizations:

- National Association EMT's (NAEMT) State Advocacy
- State EMS Advisory Committee
- Northern Nevada Fire Chiefs EMS Committee
- Inter-Hospital Coordinating Council (IHCC)
- Mass Casualty Incident Plan (MCIP) Committee
- EMS Regional Protocol Sub-Committee
- Low Acuity Calls Sub Committee
- Emergency Department (ED) Consortium
- WCHD Point of Distribution (POD) set-up

30. We continued our support to Washoe County School District including Reading Month activities. During Reading Month (March 2019) we logged 25 different visits to local elementary schools by our crews reading to a total of 1,176 students.
31. Continued to support numerous community and charitable non-profit organizations and events such as:
- Northern Nevada Children's Cancer Foundation
  - Natalia's Night
  - St. Baldrick's Foundation
  - Big Brothers/Big sisters of Northern Nevada
  - JUSTin HOPE Foundation
  - Moms on the Run
  - Sam Saibini Christmas Baskets
  - Homeless Children's Christmas Party
  - American Cancer Society
  - Renown Children's Hospital
  - Care Chest.

Questions?