

Board of Fire Commissioners  
David Humke: Chairman  
Bonnie Weber: Vice-Chair  
Robert Larkin: Commissioner  
Kitty Jung: Commissioner  
John Breternitz: Commissioner



Fire Chief Michael Greene

## AGENDA

Sierra Fire Protection District  
Tuesday, February 23, 2010 10:00 AM  
Washoe County Commission Chambers  
1001 East 9<sup>th</sup> Street  
Reno, Nevada

**NOTE:** Items on the agenda without a time designation may not necessarily be considered in the order in which they appear on the agenda. Items may be moved to or from the Consent Agenda at the beginning of the Board Meeting or may be voted on in a block.

1. \* Call to order/roll call
2. Consent:
  - A. Approval of Agenda for the February 23, 2010 SFPD Board of Fire Commissioners Meeting.
  - B. Chief Report (Page 1).
  - C. Approval of Volunteer Reports (Page(s) 2-4).

The following item only (agenda item #3) will be heard by the Washoe County Board of Commissioners who will convene as the Board of Fire Commissioners for the Truckee Meadows Fire Protection District the Board of Fire Commissioners for the Sierra Protection District and the Washoe County Board of Commissioners.

3. Review and consideration of acceptance of final version of the January 2010 Fire and Fire Based Emergency Medical Services Master Plan and possible direction to staff to return to the March 23, 2010 meeting with a proposed implementation plan for the recommendations contained within the Master Plan. (All Commission Districts)
4. Commissioner's/Managers Announcements, Requests for Information, Topics for future agendas and statements relating to items not on the Agenda (No discussion among Commissioners will take place on this item).
5. Public comment and discussion thereon.

6. Emergency Items.

7. Adjournment.

The Sierra Fire Protection District Board of Commissioners welcomes courteous and respectful public comment and input. Due to the amount of business the District Board conducts, public comment is limited to 2 minutes per person.

Pursuant to NRS 241.020, the agenda for this meeting has been posted at the Washoe County Administrative Building, Washoe County Courthouse, Washoe County Main Library and Sparks Justice Court. Support documentation for items on the agenda provided to the Sierra Fire Protection District Board of Fire Commissioners is available to members of the public at the Sierra Fire Protection District office located at 3905 Old Highway 395, Washoe Valley, Nevada.

Unless otherwise indicated by asterisk (\*), all items on the agenda are action items upon which the Board of Directors may take action. In accordance with NRS 241.020, this agenda closes by 9:00 a.m. on the third working day prior to the meeting, except as to emergencies or as otherwise permitted by law. We are pleased to make reasonable accommodations for people who are disabled and wish to attend meetings. If you should require special arrangements for the meeting, please contact our office at (775) 849-1108 before the meeting date.

# Sierra Fire Chief Progress Report

Area	Project	Task
Budget update	Internal budget review	Internal budget committee has established performance measurements for programs
Budget update	Internal budget review	Projected budget shortfall is \$ 1.3 million. The District is planning on having a \$ 500,000 carryover and make up the remaining with budget cuts
Volunteer Program	Vounteers	Volunteer Chiefs worked with staff to assure compliance with required heart and lung physicals. Moved volunteers who have not completed the physical to logistics and support
Grants	Arrowcreek station	Received notification from FEMA of a required enviromental review
Fuels Management	Fuels	Working with HR to hire 22 seasonal firefighters for fuels management crew



**DATE:** January 28, 2010

**TO:** Board of Fire Commissioners,  
Sierra Fire Protection District  
Truckee Meadows Fire Protection District

**THROUGH:** Michael Greene, Fire Chief, Sierra Fire Protection District  
Curtis Johnson, Division Chief, Reno Fire Department  
Kurt Latipow, Washoe County Fire Services Coordinator  
Tamara Lopes, Division Chief, Reno Fire Department

**FROM:** Peter A. Cannizzaro, President

**SUBJECT:** Review and acceptance of volunteer report for **December 2009** (Including monthly operations report of the Volunteer Fire Departments including response data, training activities/apparatus updates, administrative, communications, and dispatch.)

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### Training

The Truckee Meadows Fire Protection District through the Reno Fire Department and the Sierra Fire Protection District provided training for the topics of:

- Live burn exercise, EMT refresher, and Firefighter II training was conducted by both districts along with the essentials of firefighting.

### Radio Communications & Dispatch

- Errors continue with new personnel; however errors are being minimized and continued improvement is being achieved through the teamwork of all personnel.

### Cold Springs

Emergency responses: 11  
Response type: 1 fire, 1 medical, 6 MVA, 3 public assists.  
Personnel training hours: 54  
Primary training topics: SCBA training, PPE inspection, vehicle familiarization, fire shelters.  
Other information: 35 hrs. station maintenance, 60 hours on community projects.



**Galena**

Emergency responses: 8  
Response type: 2 medical, 6 district coverage.  
Personnel training hours: 86  
Primary training topics: Live burn exercise at the RTC, Fire Equipment Operator, FF 2.  
Other information: 40 hours and 3 nights with "Singing with Santa".

**Gerlach**

Emergency responses: 5  
Response type: 3 activated fire alarm, 1 MVA, 1 public assist.  
Personnel training hours: Training canceled as it fell on Christmas Eve.  
Primary training topics:  
Other information: 13 hours in station maintenance and other activity.

**Hidden Valley**

No monthly run report or information reported.

**Hungry Valley** \*

No monthly run report or information reported.

**Lemmon Valley**

Emergency responses: 3  
Response type: 3 medical.  
Personnel training hours: 58  
Primary training topics: EMS, professional development.  
Other information: 83 hrs. additional station staffing & 54 community project hours.

**Nixon** \*

No monthly run report or information reported.

**Palomino Valley**

No monthly run report or information reported.

**Peavine**

Emergency responses: 2  
Response type: 2 MVA.  
Personnel training hours: 36  
Primary training topics: Live fire exercise at the Regional Training Center.  
Other information: Slow progress on station project.

**Pleasant Valley**

No monthly run report or information reported.

\*Not governed by Board of Fire Commissioners

**Red Rock**

Emergency responses: 3  
Response type: 1 MVA, 1 medical, 1 wildland fire..  
Personnel training hours: None reported.  
Primary training topics: None reported.  
Other information: Issues with timeliness of SCBA repairs.

**Silver Lake**

Emergency responses: 15  
Response type: 6 medical, 6 MVA, 1 structure fire, 1 wildland fire, 1 hazmat.  
Personnel training hours: 36  
Primary training topics: Vehicle checks, chain installation, station maintenance.  
Other information: Next blood drive on March 27<sup>th</sup>, 8:00 AM to 4:00 PM.

**Sutcliffe**

No monthly run report or information reported.

**Verdi**

No monthly run report or information reported.

**Wadsworth**

Emergency responses: 1  
Response type: 1 structure fire.  
Personnel training hours: None reported.  
Primary training topics: None reported.  
Other information: None reported.

**Washoe Valley**

Emergency responses: 5  
Response type: Not reported.  
Personnel training hours: 21.  
Primary training topics: None reported.  
Other information: 17 hours of station maintenance.

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**Total emergency responses from reporting departments = 53**

**Total personnel training hours from reporting departments = 301**

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**Other activities of note:**

- "Singing with Santa" with Galena VFD, SFPD, and Galena HS Choir a success.

Cc: Tim Alameda, Interim Fire Chief, Reno Fire Department  
Joe Durousseau, Operations Division Chief, Reno Fire Department



# WASHOE COUNTY

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## STAFF REPORT

BOARD MEETING DATE: February 23, 2010

CM/ACM \_\_\_\_\_

Finance \_\_\_\_\_

DA \_\_\_\_\_

Risk Mgt. \_\_\_\_\_

HR N/A

Other N/A

**DATE:** February 3, 2010

**TO:** Board of County Commissioners, Sierra Fire Protection District and Truckee Meadows Fire Protection District Board of Fire Commissioners

**FROM:** Kurt Latipow, Fire Services Coordinator, Management Services Division  
Telephone: 775-328-2716 Email: [klatipow@washoecounty.us](mailto:klatipow@washoecounty.us)

**THROUGH:** John Slaughter, Director, Management Services

**SUBJECT:** **Review and consideration of acceptance of final version of the January 2010 Fire and Fire Based Emergency Medical Services Master Plan and possible direction to staff to return to the March 23, 2010 meeting with a proposed implementation plan for the recommendations contained within the Master Plan.**  
**(All Commission Districts)**

### SUMMARY

These items request the Board/s review and consideration of accepting the final version of the Fire and Fire Based Emergency Medical Services Master Plan, and possible direction to staff to return on March 23, 2010 with a proposed implementation plan of the recommendations contained within the Master Plan.

County Priority/Goal supported by this item: *Improve Public Safety, Security, and Health*

### PREVIOUS ACTION

During the January 26, 2010 County Commission/Truckee Meadows Board of Fire Commissioners/Sierra Fire Protection District Board of Fire Commissioners joint meeting, staff received direction to post the draft plan at [www.washoecounty.us/mgrsoff/fireplan.html](http://www.washoecounty.us/mgrsoff/fireplan.html) on the Washoe County web site, make copies of the plan available via CD to interested parties, receive public comment, schedule a meeting to receive public input and return to the Board/s' February 23, 2010 meeting with a presentation of the plan inclusive of staff recommendations.

### BACKGROUND

Following the January 26, 2010 meeting, staff carried out the direction of the Board/s and commenced review of the draft plan. As the members of the board/s review the summary of recommendations from the consultants, staff would like to emphasize that the scope of work for the consultants was to develop a Fire and Fire-Based Emergency Medical Services Master Plan. The plan is to include an assessment of existing operations and a series of recommended methods for improving and/or enhancing existing service in the unincorporated areas of Washoe

County governed by the Board of County Commissioners. The scope of this project did not require any specific implementation plans or in depth analysis of the recommendations once they were developed.

The following is a review of the tasks contained within the contract with the consultants:

**Task 1 a and b:  
1a Perform analysis of current operations  
and  
1b Review appropriate standards (benchmarks) for community  
fire operations and Fire based emergency response**

This task will be comprised of two sub tasks and will include a review of current operations and existing conditions, contracts and deployment of each fire department and organization to include the organizational structure of each fire department and organization identified from the field operation through management and the elected body and key interrelationships and interactions. In addition, a review of appropriate standards (benchmarks) for community fire operations and fire-based emergency response will be conducted.

**Task 2:  
Conduct Standards of Response Cover Deployment Analysis**

"Standards of Response Coverage" are those written procedures that determine the distribution and concentration of the fixed and mobile resources of a fire and EMS organization. This task will include the development of a Standards of Cover Deployment Analysis for Washoe County and the departments and agencies within the County. National Fire Protection Association (NFPA), Insurance Services Organization (ISO), fire and life safety codes and Occupational Safety and Health Agency (OSHA) standards will be reviewed and incorporated and/or will serve as the guidelines by which Department decisions about distribution, concentration, and staffing of line companies. Population, certain special hazards, and other factors were also considered.

**Task 3:  
Develop financial analysis of costs related to addressing critical deficiencies and  
Consider, evaluate and recommend financing mechanisms**

This component will review identified deficiencies and current status of the finances of each of the local agencies included in the study. We will include a review of current MOU's for all affected agencies in the study, current wages and benefits along with all costs associated with the volunteer organizations and compare those costs to the estimated costs to implement any changes in staffing or service delivery as identified in the standards of cover analysis, given the direction of the locally elected officials. We will analyze the potential costs savings if any with a consolidation or merger along with estimated the saving potential with economies of scale under various scenarios of service delivery, growth and development along with national, state and local service delivery trends. This will cumulate with a series related recommendations.

**Task 4:  
Develop and Complete Final Report/Recommendations**

Once all materials have been received, Diamante will create a Master Plan Analysis report. This report will form the basis for our approach to finalizing the Fire and Fire-based EMS Master Plan. This initial report will be reviewed by Washoe County and selected stakeholders before final delivery to Washoe County.

During this phase, the Diamante Team may meet individually with certain Department and/or visit their facilities to support particular analysis of findings or specific issues.

**Task 5:  
Provide formal presentation of the project**

Once the Working Draft is complete and the selected Washoe County review team (Representatives of selected departments and Washoe County) have commented, the Final Draft will be prepared and delivered to the County for its approval. Upon approval, Diamante Partners will deliver a formal presentation to the County Board of Commissioners on the analysis process, findings and final set of recommendations.

The following represents the main themes and an overview of the recommendations contained within the Fire and Fire Based Emergency Medical Services Master Plan. For ease of reference staff has included the page numbers from the Master Plan where the highlighted recommendations can be found

**Governance**

The Fire and Fire Based Emergency Medical Services Master Plan report recommends the creation of shared governance aka a “Joint Powers Authority” (JPA) which if implemented would result in a regional fire agency. In addition, the study makes several recommendations related to amending the current Interlocal Agreement between the TMFPD and the City of Reno. It is important to note that the recommendation for shared governance is more than simply restructuring the governance model. If enacted, the result would be the development and implementation of a new fire agency. The intent would be to utilize existing resources and funding from the departments that would make up the new agency; however, not necessarily the current operational model.

Below are the recommendations related to governance:

Recommend development of a Joint Powers Agreement (JPA) for a consolidated governance with the City of Reno, Washoe County, Truckee Meadows Fire Protection District and the Sierra Fire Protection District. Once a JPA is established, a comprehensive fire station location study should occur taking into account the jurisdictional parameters of

the new organization. Preliminary analysis indicates this action may result in the possibility of relocating up to two fire companies that can be utilized to fill identified gaps of fire protection services. In addition, we believe that this option will be the most prudent, cost effective and efficient way to staff the newly constructed Arrow Creek Fire Station. *(Recommendation SI.1 Master Plan page 24)*

Alternative Option 3 (not recommended, although should be implemented during the JPA formation process)

Renegotiate the Interlocal Agreement for shared services that would include the Sierra Fire Protection District. This would require Agreements with the local labor groups and possibly a leveling in wages and benefits and job responsibilities between the current SFPD employees and the current wage and benefit structure and job responsibilities of the Reno/TMFPD employees. This additional cost could be offset by the reduction in administrative overhead and costs currently associated with the Sierra Fire Protection District. Infrastructure and assets would be handled in the same manner as in the current Inter-local Agreement *(Master Plan page 24)*

Streamlining/consolidating administrative, management, training, and fire prevention services through a single governance model would save money and increase efficiency and effectiveness. *(Summary of major findings page 11)*

Modify the Interlocal Agreement during the next review (June 2010) or earlier to allow the Washoe County Commissioners to participate in the selection of future Fire Chiefs. *(Section 1 Master Plan page 37)*

Modify the Interlocal Agreement during the next review (June 2010) or earlier to allow the Washoe County Commissioners to review and provide input into future labor negotiations that have a direct impact on service levels and costs to Washoe County. *(Section 1 Master Plan page 37)*

Enhance the information flow to the Board of Commissioners of the Truckee Meadows Fire Protection District operations by requiring the Reno Fire Chief to attend all Board of Commissioners meetings. *(Section 1 Master Plan page 37)*

### **Financial analysis**

Considerable data was compiled in late summer and early fall of 2009 for the existing Section III of the Master Plan, Financial Analysis. Since that time, significant changes in the overall national and local economic situation have continued to evolve. As a result, Diamante, in consultation with the County Financial Consultant Mary Walker, has developed an Addendum to Section III to update the Section to better illustrate the current financial picture considering the economic realities, as well as incorporate additional pertinent information that was brought to attention of the review team over the last few weeks.” This addendum will be presented at the time the consultants present the plan at the Board/s February 22nd special meeting.

### **Fire Station and resource allocation**

Some of the recommendations under this theme are dependent upon the decision to develop a regional approach to the delivery of fire services. The scope of work did not include an in depth analysis of the City of Reno Fire Department locations as the Board does not have jurisdiction in this area; therefore, the primary focus of the study did not include the Reno fire station locations. Staff agrees with the consultant's opinion that should the City of Reno agree to participate in the development of a regional fire agency, opportunities can be identified to relocate existing resources to maximize staffing of stations and service delivery.

Below are the consultant's recommendations related to fire station staffing and resource allocation:

Adopt a response time policy for SFPD, TMFPD and all departments governed by the Commissioners that are consistent with applicable National Standards. *(Section 1 Master Plan page 33)*

Analysis of existing response times into the Arrowcreek area, the assessed value of homes and the current population support the argument that the Arrowcreek/Thomas Creek area is in need of a full time (paid) fire station *(Section 1 Master Plan page 92)*

Establish a JPA with the City of Reno Fire Department, TMFPD, SFPD, and Washoe County. Once the JPA has been established a very comprehensive fire station location study can occur which will likely yield opportunity for at least two fire companies that can be relocated to fill in the gaps of fire protection service to the newly formed JPA. We believe this is the most prudent, cost effective, and efficient way to staff the newly constructed Arrowcreek fire station. *(Section 1 Master Plan page 24)*

Maintain the location of current (TMFPD and SFPD) fire stations in Washoe Valley. (Summary) Diamante Partners does not recommend closing either fire station at this time, due to current response time data, the traffic congestion of US 395 North, and that the residents of those communities have become accustomed to having a paid fire station located in their neighborhoods. Diamante Partners recommends that any fire station relocation plans in this area be put on hold until the completion of US 395 North. *(Section 1 Master Plan page 92)*

### **Emergency Medical Service EMS**

The inclusion of Fire agencies as a major component of a tiered EMS delivery systems is a long standing practice within Washoe County and throughout the nation. The consultants have captured concerns related to the current system.

Below are the consultant's recommendations related to EMS:

The Washoe County Health Board in cooperation with the County Board of Commissioners should commission a study to re-evaluate and assess the Washoe County EMS delivery system. This study should review the parameters of the existing Franchise

Agreement which currently provides little flexibility for fire agency input or participation.  
(*Master Plan Section 1 page 49*)

Initiate discussions with the Washoe County Health Board to develop a joint venture with its public agency partners particularly the fire agencies to develop a new approach for EMS delivery utilizing a public and private model. Items to include fire based paramedic services to help with service delivery of advanced life support. (*Master plan section 1 page 49*)

### **Volunteer Fire Departments**

The Volunteer Fire Departments have a long history of providing service throughout the county. The consultants have identified several key recommendations related to the operations, support and utilization of the volunteers. As staff reviewed the draft plan and associated recommendations it became apparent that like many of the other recommendations the Volunteer Fire Departments would benefit from the creation of a regional fire agency.

Below are the consultant's recommendations related to the Volunteer Fire Departments:

More support and the better integration of volunteer fire departments and personnel are needed to maximize this resource; help build additional capacity and provide reliable services to areas and communities served by volunteers. (*Executive Summary page 11, Summary of Major Findings*)

Negotiate and establish firm dispatch policies with Washoe/Reno 9-1-1 Center and local labor organization and monitor implementation. (*Executive Summary page 11, Summary of key issues and recommendations page 14*)

Washoe County's Fire Suppression Program to continue funding the volunteer fire departments and provide training through the TMFPD, SFPD, and the Washoe County Fire Suppression Program (*Master Plan Section 1, Recommendation S1.2 page 33*)

Increase the oversight of all Washoe County volunteer fire departments to ensure accountability for training, apparatus maintenance records, and overall general administration. This may best be accomplished by blending those organizations that are currently not covered by the Inter-local Agreement into the Inter-local Agreement with Reno/Truckee Meadows (*Master Plan Section 1, Recommendation S1.2 page 33*).

The County, TMFPD, and SFPD need to track actual and future growth and developments around their existing volunteer fire departments to determine when and if those departments should transition from volunteer staff to a paid engine company (*Section 1 Master Plan page 92*).

Diamante Partners recommends monitoring the growth, demographics, and call volume of each of these volunteer fire agencies to determine if the station locations remain sited in an appropriate area for the individual communities (*Section 1 Master Plan page 94*).

Seek opportunities to support, streamline, and provide equipment for the volunteer fire departments (*Master Plan Section 1 page 33*)

### Dispatch

The consultants were not tasked with an in depth analysis of the dispatch center. The scope of work required an analysis of the contractual agreements between the districts and the dispatch center. The analysis and recommendations captured many of the concerns that staff and others have voiced and provide a foundation for improving service and tracking of critical information. In addition, staff is aware of efforts by the Washoe County Sheriff to regionalize and create a shared governance for dispatch and staff supports this effort.

Below are the consultants recommendations related to Dispatch:

Commission a study with Washoe County, City of Reno, the City of Sparks, REMSA and ECOMM, to study an improved approach that would provide for the primary public safety dispatcher to evaluate the caller utilizing a recognized and approved Emergency Medical Dispatch system. (*Master Plan Section 1 page 44*)

Meet with the Reno 9-1-1 Center (ECOMM) and the City of Reno to establish/adopt a system for all fire agencies documenting and reporting response times in a Fractile Response Time (FRT) method. (*Master Plan Section1 page 33*)

Initiate discussions with the Reno City Fire Department and ECOMM to implement a Dispatch/RMS system capable of tracking emergency responses by Census Tract Areas, Fractile Response times, Geo Codes, Continuous Quality Improvement Program (CQI) to monitor system response and service delivery and Mobile Data Terminals for all apparatus. (*Master Plan Section1 page 33*)

### Grants

Staff found that the consultant's recommendations related to the pursuit of grants are consistent with many other studies of this type. While the recommendation to pursue grants is not new, the importance of an aggressive and coordinated regional approach often times can be the key to success. It is important to note that the county currently approaches grant application in a coordinated manner as part of the Local Emergency Planning Committee; and, at the state level for grants related and available through the Office of Homeland Security.

Below are the consultants recommendations related to Grants:

The need to more aggressively seek out and apply for federal grant funds (*Executive Summary page 10*)

Federal Fire Prevention and Safety Grants (FP&S) should be applied for to assist with additional funding for fuels mitigation. (*Executive Summary page 10*)

In reference to the jointly funded SFPD/TMFPD fuels management program. "This joint operation Agreement will allow for more successful requests for State and Federal grants in the future and a single point of contact for the greater Washoe community." (*SFPD and TMFPD Standard of Cover page 88*)

This overview of the main themes and recommendations is not meant to be all-inclusive but serve to highlight the depth and complexity of the recommendations.

**FISCAL IMPACT**

Unknown at this time

**RECOMMENDATION:**

Staff recommends the Board/s review and considers accepting the final version of the Fire and Fire Based Emergency Medical Services Master Plan, and possible direction to staff to return on March 23, 2010 with a proposed implementation plan of the recommendations contained within the Master Plan.

**POSSIBLE MOTION:**

Should the Board/s agree with staff's recommendation a possible motion could be: *I move to accept the final version of the Fire and Fire Based Emergency Medical Services Master Plan, and direct staff to return on March 23, 2010 with a proposed implementation plan of the recommendations contained within the Master Plan.*



*Washoe County, Nevada*

*Fire and Fire-Based EMS Master Plan- 2009*

## **EXECUTIVE SUMMARY**

### **Overview**

In February 2009, Washoe County commissioned Diamante Partners, LLC to develop a comprehensive fire and fire-based emergency medical services Master Plan that included an assessment of existing operations and a series of recommended methods for improving and/or enhancing existing Fire and Fire-based Emergency Medical Service delivery in the unincorporated areas of Washoe County, Nevada, governed by the Board of County Commissioners (BOC). At a minimum, the Master Plan outlines existing service delivery and operational procedures, but also includes recommendations related to potential consolidations, service equity and new opportunities to achieve economies of scale, and enhancements to governance.

### **Project Approach and Methodology**

Diamante Partners based its approach to this Fire and Fire based EMS Master Plan as it does with all of its management and community reviews, first by recognizing the importance of melding improved performance with the community's desire of maintaining the local identity and philosophy and second, by measuring against recognized standards and best practices. The effort to derive the recommendations for consideration and ultimately the development of this Fire and Fire-Based EMS Master Plan was organized into five (5) focus task areas or "Themes" to ensure the all sections of the Project Scope were addressed. Diamante Team Members were integrally involved in each theme area infusing both their technical experience and contemporary best practices into a synthesized set of recommendations that cover:

- Fire suppression/operations
- Fire prevention
- Fire Based Emergency Medical Services
- Administration/Management and Governance
- Financial structure and impacts

Engagement of local and state stakeholders, federal organizations and the private sector, as well as engagement of the community was a corner stone to this effort. Diamante engaged target stakeholder groups and solicited feedback through several face-to-face meetings, briefings and conference calls. Diamante also took advantage of well established web based conferencing tools to host meetings with team members and interested parties.

### **Other Fire Agencies in Washoe County outside of the scope of this study**

Diamante took the opportunity to also review and discuss with the City of Sparks Fire Department and the North Lake Tahoe Fire Protection District how they currently serve their citizens and provide fire



and life safety services. The Diamante team appreciated the opportunity to review both agencies Standards of Cover documents, their cooperative intent to work with the other fire agencies within Washoe County as well as their commitment to their respective communities. Both fire agencies were outside the scope of this study and as such are not part of any associated findings or recommendations.

### Project Background

Throughout the facilitation of this study, the Diamante Team executed a series of concurrent and consecutive actions that included:

- Ongoing interaction and communication with the Washoe County Fire Coordinator and Project Manager.
- Scheduled face to face data gathering and planning meetings with stakeholders such as homeowners, community and labor groups, local political leadership, identified fire and EMS departments and agencies and other selected members of the respective communities.
- Scheduled conference call meetings with stakeholders, identified fire and EMS departments and agencies to continue collaboration and information sharing.
- An integrated use of information technology at several levels to promote and facilitate collaboration among the team (Diamante and project stakeholders), seek feedback and other critical data from stakeholders and identified parties and to facilitate management of the project.



As a part of this review, the Diamante Team, working with various stakeholders, identified and reviewed existing and available planning documents and procedures within the designated fire departments and Washoe County, as well as best practices and benchmarks that would support fire and EMS service assessment and delivery. Diamante utilized all applicable standards, ordinances and guidelines including the provisions of NRS 474 as it relates to formation, operations and governance of Fire Protection Districts, the National Fire Protection Association (NFPA), the International Code Council (ICC) and current fire and life safety ordinances, the Insurance Service Office (ISO) and others to conduct and/or support this comprehensive analysis and any findings and recommendations. A summary list of interviews, calls and/or meetings conducted throughout the course of this study are listed below.



**Government Officials/Organizations**

- Washoe County Commissioner Larkin
- Washoe County Commissioner Jung
- Washoe County Commissioner Weber
- Washoe County Commissioner Breternitz
- Washoe County commissioner Humke
- Washoe County Manager Simon
- Washoe County Fire Coordinator Latipow
- Washoe County Director of Community Relations Carter
- Fire Chief Mike Greene, Sierra Fire Protection District (multiple interviews)
- Three Shift Battalion Chiefs, Sierra Fire Protection District
- Fire Chief Mike Brown, North Lake Tahoe fire Protection District (multiple interviews)
- Fire Chief Andy Flock, City of Sparks Fire Department
- Former Fire Chief Wagner, Reno Fire Department/Truckee Meadows FPD
- Interim Fire Chief Alameda, Reno Fire Department/ Truckee Meadows FPD
- Deputy Fire Chief Neilson, Reno Fire/Truckee Meadows FPD
- Divisions Fire Chiefs DuRousseau and Johnson, Reno Fire Department/TMFPD
- Interim City Manager Dreska, City of Reno
- Reno City Councilmember Aiazzi
- Reno City Councilmember Zadra
- Fire Chief Cannizzaro, Volunteer Fire Chiefs Association
- Fire Chief Gooch, Gerlach Fire Department
- Director Vandenberg, City of Reno IT Department
- Washoe County Regional 911 Dispatch Center
- Incline 911 Dispatch Center
- Director, Washoe County Department of Public Health

**Private individuals/Organizations**

- REMSA CAO Jim Gubbels and President Patrick Smith
- Dr. Robert Parker, Arrow Creek Homeowners
- Volunteer Fire Firefighters Association (multiple interviews/venues)
- Reno Professional Firefighters, Local 731; as well as fire labor representatives from Sierra FPD, NLTFPD and the Reno International Airport Fire Department.
- TMFPD & SFPD Financial Consultant Ms. Mary Walker (multiple interviews)
- Former Reno Fire Division Chief Marty Scheuerman (multiple interviews and advisory on development of the SOC documents).



### Meetings Attended/Public Outreach

- Developed and implemented, in coordination with the County Fire Coordinator a Community out-reach and Communications plan.
- Presented a formal project overview and methodology briefing to the Community Advisory Board (CAB) Chairs and solicited feedback on development of project survey.
- Developed and distributed electronic public survey and coordinated public distribution with Sara Tone and Lorrie Adams from the Washoe Office of Community Relations.
- Facilitated and presented formal project overview and update at a Town Hall meeting held at the County Administrative Building. In addition, during the town hall meeting, Diamante solicited feedback and input on fire service issues and made available hard-copy public surveys.
- Attended and presented formal project overview and updates at three (3) separate Joint Fire Advisory Board (JFAB) meetings. It is important to note that during these JFAB meetings, Diamante representatives engaged and discussed the Master Plan development and relevant fire service delivery issues with members of the public and other community stakeholder groups including representatives of the Arrow Creek and West Washoe Community Groups.
- Attended a Volunteer Fire Chiefs Meeting and presented the project and solicited input.
- Prepared and distributed a special survey and letter for all volunteer departments, companies in Washoe County.
- Attended and briefed at County Commissioners meeting.
- Worked with Washoe County IT Department and County Community Relations Offices to establish Master Plan update and information on the County Web Site.
- Established a Master Plan information and update site on the Diamante Web Site.
- Produced and distributed through the County and Diamante Web Sites four (4) Project E-Newsletters (spring, summer, fall, winter editions).
- Established project BLOG site for community discussion/dialog.

### Public Survey and Information Gathering

An integral component of this study included the development and distribution of a Public Survey that was designed to solicit input from the community on perceptions/feelings, observations and suggestions regarding of Fire and EMS delivery in the unincorporated areas of Washoe County. Two hundred and eleven (211) individuals participated in the survey either via the web or by mailing in a hard copy response. The survey, while intended for all residents to be able to participate, due to the limited number of respondents and methodology the survey was not statistically validated. The survey used a self-selected method which means people decided whether they wanted to participate or not, and had to initiate action by filling out a form either online or mailing in a hard copy.

The survey was available to participants for over six weeks. Working with the Washoe County Community Outreach Coordinator a link was established to the survey on the Washoe County website as well as on the Diamante website. The link to the online survey and a hard copy format was also sent



out to the 15 Citizen Advisory Board (CAB) Chairs and County e-mail alerts were sent to subscribers. The Diamante Team worked closely with the County's Community Outreach Coordinators to send out notifications regarding the survey through their usual methods, networks and mailing lists. Hard copies of the survey form were made available and collected at the Town Hall meeting. Information about the survey was also included in the Project Newsletter that was broadly distributed electronically.

Based on the responses/comments provided, the key issues/concerns identified by the community through this survey were:

- *Response time for medical emergency calls*
- *Concerns around financial/cost sharing and service equity*
- *Fire-based EMS paramedic staffing/transport and response coordination with private ambulance service*
- *Inefficiency of current governance structure*
- *The need for a fire station in the Arrow Creek area*

#### **Policy Decisions/Issues**

Washoe County faces unique challenges driven by its size, diversity of community and land use decisions. Like most other local government agencies throughout the country, there is a constant struggle between providing key services, securing funding to support those services and community expectation.

Current economic conditions create even greater difficulty in funding the most basic community services. Coupled with this economic struggle is the challenge of a large county with many scattered small communities wanting, and needing, fire and emergency medical services. Many of these communities are extremely remote, at the end of unimproved roads. Some are affluent new developments that were not well-planned for emergency ingress and egress. In some cases residents who have chosen to live in remote areas have not come to terms with the inherent trade-offs in emergency response times.



As reduced revenues continue to be a reality, the Board of County Commissioners will face policy decisions on what service levels can the County afford to provide. The recommendations of this master plan provide opportunity for efficiency and cost savings but will require a willingness to do business differently.



### The Master Plan

Section One of the Master Plan consists of the review of current operations and an assessment of appropriate standards (benchmark) for community fire operations and emergency response. This section includes a fire station analysis and feasibility strategies for the overall organizational design, structure, and governance of the emergency services system as well as provides a brief analysis, including financial comparisons, of each strategy. This section culminates in a recommendation for the long-term organizational strategy deemed most effective and efficient.

Section Two of the Master Plan comprises the "Standards of Response Coverage" studies which are those written procedures that determine the distribution and concentration of the fixed and mobile resources of a fire and/or EMS organization. This section includes the development of a Standards of Cover Deployment Analysis for Washoe County and the departments and agencies within the scope of this study. The National Fire Protection Association (NFPA), National Emergency Number Association (NENA), Insurance Services Organization (ISO), fire and life safety codes and Occupational Safety and Health Agency (OSHA) standards were reviewed and incorporated in the studies and/or served as the guidelines by which Department decisions about distribution, concentration, and staffing of line companies were assessed. Population, certain special hazards, and other factors were also considered.

Section Three of the Master Plan consists of the financial analysis of costs related to addressing critical deficiencies and provides associated recommendations on financing mechanisms. This section identifies overall economic deficiencies and will provide a current status of the financial condition and analysis of each local fire agency included in this study. Wages and benefits along with all the operational costs associated with the volunteer fire organizations are compared with a full 24 hour staffing model in those specific (enhanced) areas identified in the Standard of Coverage Analysis and as requested by local Washoe County officials. Included is an analysis of the financial impacts including a re-examination of potential cost savings utilizing a consolidated fire agency model and a review of potential service delivery changes due to growth and development impacts along with local, state, and national regulatory changes or additions.

It is important to note, that prior fire service studies provided a great deal of insight of the current structure and options that have been considered in reorganizing the fire service delivery system. In particular, the Walker & Associates studies of fire service alternates and financial analysis were important in clarifying the community's intention and perspective.

### Identified Themes/Concerns

- Governance and the ability of the Board of Commissioners to integrate/participate in critical actions/decisions of the City of Reno, City Council as they impact Truckee Meadows and the regional fire services as a whole.



- Fire Station siting/location concerns, the current locations and future relocation or addition of new fire stations to serve growing communities or demands.
- Response beyond jurisdictional boundaries, or "boundary drop", where the closest appropriate resource is not dispatched and/or when additional resources are needed, the closest, most appropriate resource is also not dispatched.
- Dispatch of fire units after REMSA has evaluated the call and determined the necessity of fire response. This issue is complex due to the "process" (or lack there of) employed that has the initial 911 call going to the primary fire dispatch (ECOMM) then transferred to REMSA dispatch. If at that time it is determined by REMSA that a fire unit is needed, REMSA dispatch pages ECOMM and the dispatch of fire unit(s) is initiated. This additional shuffle causes delays in the fire dispatch.
- The inability to assess performance data due to the lack of dispatch information. This was the primary issues surrounding the need to gather response information in the Fractile measurement and consistent with the geo codes of Washoe County.
- Volunteer use, training and professionalism were a discussion point with elected officials and firefighters alike. There were two primary concerns: 1) that the Volunteers are not being dispatched when their services are needed and could have a positive impact, and 2) Lack of training, personal protective equipment and related command and control capacity.
- The inability to increase service levels from basic life support (BLS) to either intermediate or advanced life support (ALS).

### Summary of Major Findings

Our review process identified several significant findings that contribute directly or indirectly to fire and fire-based EMS service delivery in the unincorporated portions of Washoe County.

1. While fire service delivery in Washoe County appears to be meeting the basic needs of the community, there are significant opportunities to enhance and streamline operations for better services, while maintaining fiscal accountability and efficiency.
2. Washoe County would be best served by the consolidation of fire agencies and the establishment of a Joint Powers Authority (JPA) governance model, consisting of the City of Reno City Fire Department, Truckee Meadows Fire Protection District, Sierra Fire Protection District and Washoe County.
3. Streamlining/consolidating administrative, management, training and fire prevention services through a single governance model would save money and increase efficiency and effectiveness.



4. Better dispatch and response time criteria and tracking is needed for fire and emergency services. Washoe County needs to move to the tracking of Fractile Response Times (FRT) by Geo Code.
5. More support and better integration of volunteer fire departments and personnel is needed to maximize this resource, help build additional capacity and provide reliable services to areas and communities served by volunteers.
6. For more effective EMS service delivery, the REMSA agreement should be revisited and the BOC should seek ways to enhance that agreement to integrate the fire service into a more efficient delivery model by considering first responder Advanced Life Support Services.

**Summary of Key Issues and Recommendations**

<p><b>Issue:</b> Redundancies in governance, training and in many cases inefficient response to fire and fire assisted EMS calls among fire agencies located within unincorporated Washoe County result in inefficient and ineffective service delivery.</p> <p><b>Recommendation:</b> Establish a unified single fire agency, through the establishment of a Joint Powers Authority (JPA) governance model that includes the City of Reno Fire Department, Truckee Meadows Fire Protection District, Sierra Fire Protection District and Washoe County via consolidation of SFPD and TMFPD that ultimately eliminates boundaries, duplicative management positions, and conflicting operational and administrative policies.</p> <p><b>Fiscal Impact:</b> <i>Unknown due to the changing economic environment impacts on revenue to the districts and from the City of Reno to the JPA.</i></p> <p><b>Timeline:</b> One Year</p>
<p><b>Issue:</b> Identified need for new SFPD Fire Station in Arrow Creek</p> <p><b>Recommendation:</b> Establish a Joint Powers Agreement (JPA) with the City of Reno fire Department, Truckee Meadows Fire Protection District, Sierra Fire Protection District and Washoe County. Once the JPA has been established a very comprehensive fire station location study can occur which will likely yield opportunity for at least two fire companies that can be relocated to fill in the gaps of fire protection service to the newly formed JPA. We believe this is the most prudent, cost effective and efficient way to staff the newly constructed Arrow Creek Fire Station.</p>



<p><b>Fiscal Impact:</b> Equipment costs, est. \$898,537.00; Staffing costs est. \$1,500,000.00 annually (<i>offset if the consolidation is implemented</i>).</p> <p><b>Timeline:</b> Two Years</p>
<p><b>Issue:</b> Effectiveness of Regional EMS delivery and fire service integration.</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"><li>A. Commission a study to re-evaluate and assess the Washoe County EMS delivery system. This study should review the parameters of the existing Franchise Agreement, which in its current form, provides little flexibility for fire agency input or participation.</li><li>B. Initiate discussions with the Washoe County Board of Health to develop a joint venture with its public safety partners, particularly the fire agencies to develop a new approach for EMS delivery. Items to consider include fire based paramedic services to increase service delivery of advance life support (ALS).</li></ul> <p><b>Fiscal Impact:</b> Est. cost of study \$150,000.00 - \$200,000.00</p> <p><b>Timeline:</b> One Year</p>
<p><b>Issue:</b> Effectiveness of Regional EMS delivery and fire service integration.</p> <p><b>Recommendation:</b> Implement Enhanced Emergency Medical Dispatch (EEMD) at Washoe/Reno 9-1-1 Center (ECOMM) to determine the most appropriate level and type of response at the receipt of the initial 9-1-1 call.</p> <p><b>Fiscal Impact:</b> Est. \$300,000.00. Would need to be negotiated with the City of Reno and REMSA.</p> <p><b>Timeline:</b> One Year</p>
<p><b>Issue:</b> Inability to assess performance due to the lack of dispatch information</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"><li>a. Adopt response time policy for all fire departments governed by the Board of Commissioners that is consistent with applicable National standards.</li></ul>



<p>b. Initiate discussions with the Washoe/Reno 9-1-1 Center (ECOMM) City of Reno to adopt a system for all fire agencies documenting and reporting response times in a Fractile Response method.</p> <p>c. The Washoe County Board of Commissioners should initiate discussions with ECOMM and the Reno City Fire Department to implement a Dispatch/RMS system capable of tracking emergency responses by Census Tract Areas, Fractile Response Times, Geo Codes, Mobile Data Terminals for all apparatus and Continuous Quality Improvement Program. (CQI)</p> <p><b>Fiscal Impact:</b> Estimated \$600,000. Cost share to be negotiated. <b>Timeline:</b> One Year</p>
<p><b>Issue:</b> Need for additional support and integration of Volunteer fire companies.</p> <p><b>Recommendation:</b> Negotiate and establish firm dispatch policies with Washoe/Reno 9-1-1 Center (ECOMM), City of Reno, local labor organizations, and monitor implementation by tracking dispatch information based upon Fractile Response Times (FRT) and Geo Codes.</p> <p><b>Fiscal Impact:</b> None <b>Timeline:</b> Six months</p>
<p><b>Issue:</b> Need to more aggressively seek out and apply for federal grant funds.</p> <p><b>Recommendation:</b> Actively seek out and apply for grants from the Department of Homeland Security, Federal Emergency Management Agency and other federal agencies to acquire funding opportunities for communications, infrastructure, protective equipment and apparatus enhancements and support of training/exercises.</p> <p><b>Fiscal Impact:</b> Est. potential savings in general fund resources from the hundreds of thousands to millions dollars, depending on project/item. <b>Timeline:</b> Six months</p>

The recommendations included in this Master Plan were developed using available data provided by the County and other sources and are based on the extensive professional experience of the Diamante team. In many cases, there was limited quantifiable data to conduct a full analysis that is statistically



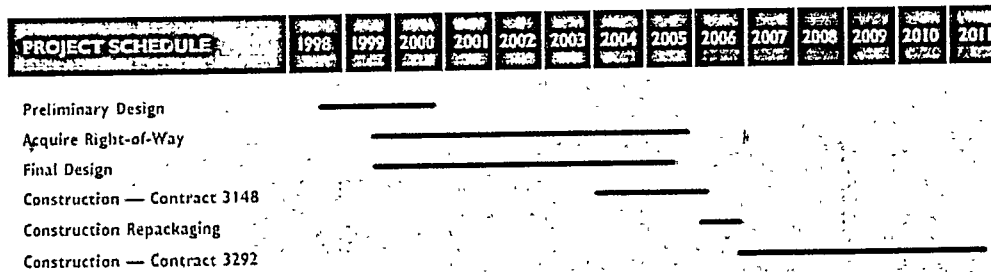
defensible. Additional issues and their recommendations are contained in each section of the Master Plan document for consideration by the policy body.

**Fire Station Relocation Opportunities - Washoe Valley**

There has been much discussion regarding either the closure or relocation of Truckee Meadows Station 16 located at 1240 Eastlake Boulevard, Reno, Nevada and Sierra Fire Protection District 30 located at 3905 Old Highway 395, Washoe Valley, Nevada. Each station has a relatively low call volume, TM 16 at 433 emergency responses in 2008 and SFPD 30 at 180 emergency responses in 2008. Station 16 and Station 30 are located 5.24 miles from each other across from Washoe Lake. One proposal that has surfaced is that TM should relocate Station 16 to a location near Viola Way and US 395 North. Sierra Fire has also suggested that the crew now working at Station 30 be relocated to the yet to be constructed fire station at Arrow Creek.

There is a significant infrastructure project now under construction that could dramatically effect fire department response times. The realignment and construction of US 395 from the Reno area to Carson City will dramatically reduce the current amount of traffic on 395. Currently US 395 North is a very busy and dangerous roadway that slows significantly fire department response around Washoe Lake.

Freeways are designed to primarily serve regional traffic in a safe and efficient manner. The existing US 395 has served double duty by providing a regional connection between Reno and Carson City, while also providing access to local residences, businesses, and ranches along the corridor. The increasing regional and local traffic along US 395 which is a four lane, undivided highway with some sections divided by k-rail, with un-signalized intersections, and multiple accesses for residents and businesses has become increasingly congested. Therefore, the I-580 freeway extension will have six lanes of traffic (three in each direction), higher speeds, and controlled accesses at on/off-ramps to accommodate the regional through traffic. Local traffic will continue to use the less congested US 395, which will generally remain unchanged.





### Washoe Valley section

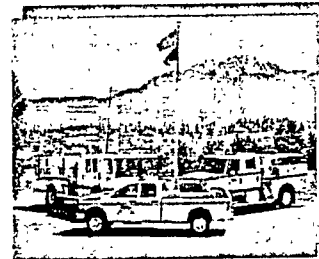
Diamante Partners does not recommend the closing or relocation of either fire station at this time, due to the lack current response time data; the traffic congestion of US 395 North; and that the residents that those stations serve have become accustomed to having a paid fire station located in their respective neighborhoods. Diamante does recommend that any fire station relocation plans be put on hold until the realignment/construction of US 395 North is completed (scheduled 2011), which would allow the fire agencies the ability to determine with more accurate and real world data if the construction of US 395 helps responding engine companies traverse the area more efficiently. In addition, a detailed response time analysis is necessary to evaluate how the major improvement in traffic flow affects response time's through-out the local area. Diamante Partners also recommends that both fire jurisdictions enhance their data gathering computer systems and networks to evaluate frailite response times to get a more accurate analysis of how long it takes these fire stations to service their specific emergency responses.

### Volunteer Fire Stations

The County, Truckee Meadows FPD and Sierra FPD, need to track actual and future growth/development around their existing volunteer fire departments to determine when and if those departments should transition from volunteer staff to a paid engine company. This decision should be based on changes in demographics and acquired call volume data. In the past, new communities that were established, and expressed a need for fire protection have established volunteer fire organizations. Communities should now be evaluated, at least annually, for changes in fire protection needs or service requirements with special attention given when new development or additional growth is forecast.

### Arrow Creek

The lack of a fire station in the Arrow Creek/Thomas Creek area was noted in the "Washoe County, Nevada Description of Fire Service Deployment Assets, March 2008 Emergency Services Consulting, Inc" study. Our analysis of existing response times into the Arrow Creek area, the assessed value of homes and the current population support the argument that the Arrow Creek/Thomas Creek area is in need of a full time (paid) fire station. A sample emergency response run from available data obtained from the closest fire station, SFPD Station 38 to the Clubhouse located at 2905 Arrow Creek Parkway shows a distance of 5.19 miles. A fire station built and staffed in that area would improve overall response times based upon nationally recognized standards and ISO recommendations on fire station spacing, as well as improve the concentration of existing resources for the entire Sierra Fire Protection District, or for a future Joint Powers Authority Fire Agency should one be formed.





**Arrow Creek Fire Station**

Estimated construction time 2 years, which includes public input, architectural review, design, development and construction with an estimated opening date of December 2012.

Equipment needs- Type 1 and Type 3 engine and appropriate tools and equipment. Equipment specifications prepared and out to bid no later than January 31, 2011 with the anticipated construction timeframe of 365 days. Total payment due 2012.

Type of Equipment	2010 cost	2011 cost +5%	2012 cost +5%
Type 1 engine/equip	\$510,000	\$535,500	\$562,275
Type 3 engine/equip	\$305,000	\$320,250	\$336,262

Diamante Partners recommends construction of an Arrow Creek fire station. Staffing and equipment for the Arrow Creek station would currently require either new funding or resource reallocation from an existing Truckee Meadows or Reno fire station, details are in the Master plan.

**Area Wide Fire Station Distribution**

The other existing fire stations North of Township 22, within the Sierra Fire Protection District and the Truckee Meadows Fire Protection District, operating under the current Inter-Local Agreement seem to be well situated to provide services to the community in a cost effective manner. The development of a Joint Powers Fire Authority between Reno Fire, Truckee Meadows Fire Protection District and Sierra Fire Protection District would result in the ability to develop and regionalize a long term fire station location and or relocation plan with the prime objective to site fire stations for more optimal response times to the region.

**Standards of Response Coverage (SOC)**

In correlation with interviews and an exhaustive assessment of existing operational protocols, financial statements and response related criteria Diamante developed individual Standards of Coverage studies for each of the following fire agencies: Truckee Meadows Fire Protection District, Sierra Fire Protection District and the Washoe County Fire Suppression Services. The Standards of Response Coverage are those written procedures that determine the distribution and concentration of the fixed and mobile resources of a fire and EMS organization. SOC documents include current station locations and staffing versus the standards as identified in nationally accepted processes; staffing of fire companies; historical measures of emergency workloads in the County/jurisdiction; and computer mapping and recording tools to analyze the impact of fire station locations.

Issued February 8, 2010

## ADDENDUM TO SECTION III - FINANCIAL ANALYSIS

This addendum to the Washoe County Fire and Fire Based Emergency Medical Services Master Plan is issued in order to: update and better illustrate the current financial picture considering the current economic realities; reflect information that has been brought forward within the last 60 days; and provide the most up-to-date information for the benefit of the County Board of Commissioners and the community in reviewing the recommendations of the Master Plan.

### A Changing Economic Picture

Per the approved project timeline, considerable data collection for Section III of the Master Plan Financial Analysis was compiled in late summer and early fall of 2009. The compilation of this information was made more difficult due to the magnitude of the Reno Fire Department's participation in the current fire service delivery structure and given the scope of work for this study did not include a detailed study of Reno Fire outside of that of the Truckee Meadows Fire District.

Since that time, significant changes in the overall national and local economic situation have continued to emerge. On January 26, 2010 the Washoe County Board of Commissioners heard a report on the County's budget. Impacts of the recession on the County included: 21,000 jobs lost; 12.7% unemployment rate; average home has lost nearly half of its value; and taxable sales are at 2000/01 levels. According to the staff report, "In short, the economic upheaval caused by the deepest recession in a half century has rebased the two largest revenue streams that support service delivery: sales tax and property tax. Since December 2009, there has been no substantial change in the prevailing economic conditions. Sales taxes continue a historic decline, albeit the rate of decline did slow in October as anticipated. Employment and housing and commercial real estate markets remain exceedingly weak, which will drive property tax revenue down by nearly 7 percent in Fiscal Year 2010/11. The general consensus of most economists is that Nevada's economy will be one of the last to recover from the recession and this may take up to five years." In addition, the City of Reno has recently made reductions in fire services which impacts Truckee Meadows Fire Protection District and may impact Washoe County residents.

Given these circumstances, Diamante Partners has provided this brief addendum to update the Financial Analysis section of the Master Plan. While this addendum is based on current information, it is important to note that there may be additional changes in revenue and/or the related economics that may become better known following this update. Those changes must be addressed as part of the next steps in conducting a comprehensive fiscal analysis which includes the City of Reno and an evaluation of equalizing/modifying the current tax rate to support the regional organization while providing equity in cost allocation to residents and businesses. It should also be noted that with this update the recommendation of establishing a regional fire service has not changed and, in fact, is strengthened due to the deterioration of local funding which will continue to negatively impact the local fire departments if measures are not taken to use limited funds most efficiently.

DIAMANTE PARTNERS

Fire and EMS Master Plan

It should also be noted, that based on this addendum, the fiscal impact portion of the recommendation on page 12 of the Master Plan has been edited as highlighted below due to the changing economic situation to read as follows:

**Issue:** Redundancies in governance, training and in many cases inefficient response to fire and fire assisted EMS calls among fire agencies located within unincorporated Washoe County result in inefficient and ineffective service delivery.

**Recommendation:** Establish a unified single fire agency, through the establishment of a Joint Powers Authority (JPA) governance model that includes the City of Reno Fire Department, Truckee Meadows Fire Protection District, Sierra Fire Protection District and Washoe County via consolidation of SFPD and TMFPD that ultimately eliminates boundaries, duplicative management positions, and conflicting operational and administrative policies.

**Fiscal Impact:** Unknown due to the changing economic environment impacts on revenue to the districts and from the City of Reno to the JPA

**Timeline:** One Year

As with the initial report, the scope of this addendum did not include studying base documents or budgets to identify any funding weaknesses. Funding processes currently being used such as apparatus replacement, fire station maintenance and replacement and/or other capital projects are assumed to be appropriate for the purpose of this review.

Once a revised structure of fire service delivery in Washoe County is identified, a more detailed financial review needs to be conducted to test the cost and revenue stream of a new organization structure. The tables in this Addendum are provided to illustrate an order of magnitude only, not a set of audited fiscal reports, and will not substitute for a comprehensive financial study.

As stated in the Master Plan, the current Inter-local Agreement costs were assigned using a formula that focused on fire station locations at the time that agreement was established. While this does represent a reasonable process, it does not take into account the location of where the services are being delivered or the level of resources being consumed to mitigate an emergency. Therefore, the recommendation of establishing a regional fire department uses a general guide for attaching cost to the participating organizations and focuses on improving the overall level of service for the combined communities.

For the purpose of the financial review, this report uses the 2009-10 proposed budgets to demonstrate the revenue for the JPA. Projected costs are arrived at using the current employee cost and other related supplies and service expenses. The following table represents the current available revenue, employee costs, supplies and service and other financing costs to include the Capital Projects Fund that are known.

TABLE 1: CURRENT AVAILABLE REVENUE, EMPLOYEE COSTS, SUPPLIES AND SERVICE AND OTHER FINANCING COSTS TO INCLUDE THE CAPITAL PROJECTS FUND THAT ARE KNOWN.

**Fire Districts Budget Overview  
 (Using 2009-10 Budgets)**

	<b>Sierra FPD</b>	<b>Truckee Meadows FPD</b>	<b>Combined</b>
Revenue	\$8,090,078	\$18,149,621	\$26,239,699
Salaries & Benefits	\$6,815,898	\$140,000	\$6,955,898
Supplies & Services	\$1,271,295	\$14,492,850	\$15,764,145
Other Financing Costs	\$389,200	\$2,793,732	\$3,182,932
<b>Total Revenue</b>			\$26,239,699
<b>Total Expenditures</b>			\$25,902,975
			\$336,724

The above table suggests that if the two fire districts were combined, there would be approximately \$336,724 in excess. However, there would mostly likely be other indirect costs that would need to be addressed in establishing a new organization structure. It is also important to note that while \$336,724.00 is a significant sum of money, it cannot be relied upon to stabilize the current economic shortfall.

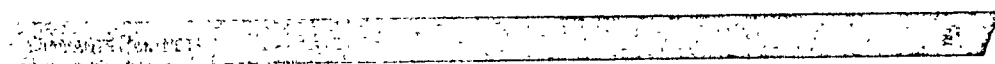
**JPA Regional Fire Organization**

The following table is a summary of the combined reoccurring revenue and expenses from fire districts and the City of Reno fire to provide a potential budget picture for a regional organization. It should be noted that the actual expenses to include salaries and benefits, supplies & services, debt service and related cost will be impacted as the necessary negotiations occur throughout the reorganization process and the separation of the fire department from the City of Reno is achieved.

This table also includes an "Adjustment for Employees" amount to level the employee salary and benefits for the Sierra Fire Protection District to equal the City of Reno/Truckee Meadows Fire District employees. It assumes that the existing capital projects and purchases are sufficient for the amalgamated fire department. It is understood that there are some positions, such as fire chief, that will be eliminated and other support positions may be needed to provide for administrative function that are currently provided by the City of Reno or County of Washoe.

**JPA Fire District  
 (Using 2009-10 Budgets)**

	<b>Combined Districts &amp; Reno Fire Departments</b>
Revenue	\$63,020,425
Salaries & Benefits	\$53,381,890
Supplies & Services	\$5,594,589
Other Financing Costs	\$3,432,932
Adjustment for Employees	\$350,000
<b>Total Revenue</b>	\$63,020,425
<b>Total Expenditures</b>	\$62,759,411
	\$261,014



### Other Considerations

As with all of the projected costs contained in this financial review, several factors will have an impact on the final actual costs such as; scope of services to be provided, performance expectations, negotiations with labor organizations, the establishment of capital investment programs, replacement and maintenance cycles and other ongoing expenditures.

There are several approaches that may be considered in establishing the City of Reno's contribution to the regional fire service. One option for consideration is a benchmarking (as described in the published report) process that follows the property tax revenue of the fire districts. In this scenario, an equal proportionate contribution by the City of Reno would be provided as funding for their fire protection. Properly constructed the fire service's revenue could be protected in future annexations. Whatever the methodology preferred, the final contribution formula will drive the level of service.

It is anticipated that the newly formed regional fire department will continue to provide existing services until such time as those services can be adjusted through additional study and agreement. Allied agencies or organizations that provide related services will be retained until adjusted by agreement or under the authority of the regional fire department.

Consistent with the Master Plan, this addendum supports the recommendation of establishing a regional fire department. It is the intent of the review that the final structure of the new fire department be strongly influenced by the selected fire chief and the newly seated Board of Directors. Most importantly, the review team strongly urges the County of Washoe to aggressively continue on with this shared public safety service with all neighboring jurisdictions that have an interest.

