

Fire and Fire Based Emergency Medical Services Master Plan

Draft Action Plan

April 13, 2010

During the February 22, 2010 County Commission/Truckee Meadows Board of Fire Commissioners/Sierra Fire Protection District Board of Fire Commissioners Joint Meeting, action was taken to accept the final version of the Fire and Fire Based Emergency Medical Services Master Plan, and staff was directed to solicit input from a broad audience of stakeholders and return with proposed action based on the Master Plan recommendation.

The task force included representatives from partnering agencies, resource professionals, financial consultants, bargaining units, citizen participants and staff. The result of this task force work is the Draft Action Plan which reflects a team work approach to key issues and recommendations.

The draft action plan is organized by the recommendations included within the Master Plan called “themes and concerns” including: Governance, Interlocal Agreement, Emergency Medical Services (EMS), Volunteers, Dispatch, Facilities, Federal Grants and Prevention. For each theme, the proposed responsibility, outcomes, and itemized tasks to accomplish the recommendations have been identified.

Public comments are encouraged. Please take a moment to review the document. Concerns and suggestions may be emailed to fire@washoecounty.us by June 8, 2010. Consistent with the Board’s direction, staff will return to Board of County Commissioners Meeting no later than June 22, 2010 with a presentation of the Draft Action plan inclusive with staff recommendations. For additional information, please contact Kurt Latipow, Washoe County Fire Services Coordinator, email klatipow@washoecounty.us or phone (775) 328-2716.

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Master List of Identified Themes/Concerns and Action Plan Recommendations

Governance
1) Regionalize fire services through the establishment of a unified fire agency
2) Combine the County, Sierra, Truckee Meadows Fire Protection Districts and the City of Reno Fire Department through a Joint Powers Agreement (JPA) to form a regional fire department. (Recommendation S1.6)
3) Should the Sierra Fire Protection District remain a standalone entity
4) Conduct a fire station location study. Taking into account the jurisdictional boundaries of the new organization (assuming joint governance/combined organization). Preliminary analysis (fire station location study to include the City of Reno).
5) Regionally develop a long term fire station location and or relocation (deployment) plan with the prime objective to site fire stations for more optimal response times to the region (assumption is a joint governance/combined organization).
Interlocal Agreement (these items may be addressed separate from Governance)
6) Re-negotiate the Interlocal Agreement for shared services that would include the Sierra Fire Protection District.
7) Modify the Inter-Local Agreement during the next review (June 2010) or earlier to allow the Washoe County Commissioners to participate in the selection of future Fire Chiefs.
8) Enhance the information flow to the Board of Commissioners of Truckee Meadows Fire Protection District operations by requiring the Fire Chief to attend all Board of Commissioners meetings.
9) Modify the Inter-Local Agreement during the next review (June 2010) or earlier to allowing the Washoe County Commissioners the opportunity to review and provide input into future labor negotiations (those that have a direct impact on the level-of-service and costs for Washoe County).
Emergency Medical Services
10) Evaluate and assess the EMS delivery system in Washoe County.
11) Determine the best method to integrate the fire service into a more efficient EMS delivery model inclusive of Advanced Life Support Services.
12) Initiate discussions with the Washoe County Board of Health to develop a joint venture with its public safety partners, including fire agencies, on a new approach for EMS delivery.
13) Conduct an evaluation of the 800 megahertz radio system requirements and modifications required to accommodate inclusion of all EMS resources.

Volunteers
14) Develop a formula and adopt funding sources for Washoe County's Fire Suppression Program to fund volunteer fire departments. Determine training levels and provide training through the TMFPD, SFPD, and the Washoe County Fire Suppression Program (Recommendation S1.2 page 33)
15) Develop a program to assure all Washoe County volunteer fire department personnel receive training. Develop a plan for capturing apparatus maintenance records and for general administration. This may best be accomplished by blending those organizations that are currently not covered by the Inter-local agreement into the existing agreement with Reno/Truckee Meadows (Recommendation S1.2 page 33).
16) Establish dispatch policies regarding the use of volunteer fire departments for Washoe/Reno 9-1-1 Center (Executive Summary page 11, Summary of key issues and recommendations page 12).
Dispatch
17) Acquire a dispatch/RMS system capable of tracking emergency responses by census tract area, fractile response time, geo code, and interfacing with mobile data terminal/computers (for emergency response apparatus) and continuous quality improvement program.
18) Acquire and deploy mobile data terminal/computers on all emergency all apparatus.
19) Develop and implement a continuous quality improvement program.
20) Develop a process for the dispatch of medical emergencies consistent with industry standards and implement an Emergency Medical Dispatching (EMD) program at ECOMM (including REMSA).
Facilities
21) Develop a local level-of-service and standards of response consistent with national standards and industry best practices.
22) Determine if consolidation of the existing location of the fire stations in Washoe Valley (TMFPD and SFPD) will meet local standards of cover after completion of the bypass.
23) Identify funding to staff and equip the proposed Arrowcreek Fire Station (determination of need to be based on standards of cover).
24) Identify and acquire funding to make up the difference between FEMA grant and the potential cost of construction of the Arrow Creek Fire Station.
Federal Grants
25) Aggressively seek out and apply for federal grant funds (Executive Summary page 10).

Prevention

- 26) Adopt the International Residential Building Code. Incorporate the requirement of automatic residential fire sprinklers for all new residential construction (single family homes).
- 27) Adopt the wildland urban interface codes from the ICC and/or states having WUI building codes
- 28) Expand fire and life safety education programs for the community and local businesses
- 29) Expand company inspection programs.
- 30) Partnership with NDF for fuels management
- 31) Adopt the current International Fire Code (2009).

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Identified Themes/Concerns and Fiscal Impact, Timeline, Responsibility and Outcomes

	Governance	Fiscal Impact	Timeline	Responsibility	Outcomes
1	Regionalize fire services through the establishment of a unified fire agency	TBD	Long-term	Varies by task	Feasibility study completed and policy makers provide clear direction
2	Combine the County, Sierra, Truckee Meadows Fire Protection Districts and the City of Reno Fire Department through a Joint Powers Agreement (JPA) to form a regional fire department. (Recommendation S1.6)	TBD	Mid-term	County, cities, and individual fire districts	Joint Powers Agreement developed, approved and executed by all involved agencies
3	Should the Sierra Fire Protection District remain a standalone entity	TBD	Short-term	Outsource	Analyze pros and cons including a cost benefit analysis and make determination
4	Conduct a fire station location study. Taking into account the jurisdictional boundaries of the new organization (assuming joint governance/combined organization). Preliminary analysis (fire station location study to include the City of Reno).	TBD	Short-term	Outsource	Comprehensive fire station location study completed
5	Regionally develop a long term fire station location and or relocation (deployment) plan with the prime objective to site fire stations for more optimal response times to the region (assumption is a joint governance/combined organization).	TBD	Short-term	Outsource	Regional standards of cover and deployment plans developed

	Interlocal Agreement (these items may be addressed separate from Governance)	Fiscal Impact	Timeline	Responsibility	Outcomes
6	Re-negotiate the Interlocal Agreement for shared services that would include the Sierra Fire Protection District.	TBD	Short-term	WC, SF,T M, Reno Staff	Re-negotiated Interlocal Agreement in place that is inclusive of Sierra FPD
7	Modify the Inter-Local Agreement during the next review (June 2010) or earlier to allow the Washoe County Commissioners to participate in the selection of future Fire Chiefs.	\$0	Short-term	WC, Reno Staff	Modification of Inter-Local Agreement completed by June of 2010. Washoe County Commission participate in future selection processes
8	Enhance the information flow to the Board of Commissioners of Truckee Meadows Fire Protection District operations by requiring the Fire Chief to attend all Board of Commissioners meetings.	\$0	Short-term	WC, Reno Staff	Fire Chief or his designee attends Washoe County Commission meetings. Communications and exchange of information improved
9	Modify the Inter-Local Agreement during the next review (June 2010) or earlier to allowing the Washoe County Commissioners the opportunity to review and provide input into future labor negotiations (those that have a direct impact on the level-of-service and costs for Washoe County).	\$0	Short-term	WC, Reno Staff	Modification of Inter-Local Agreement completed by June of 2010

	Emergency Medical Services	Fiscal Impact	Timeline	Responsibility	Outcomes
10	Evaluate and assess the EMS delivery system in Washoe County.	TBD	Short-term	Multi Stake Holder Task Force	Evaluation of EMS delivery system complete. Improvements made to system as deemed necessary. Benchmarking metrics are established. Regular reporting to County is taking place.
11	Determine the best method to integrate the fire service into a more efficient EMS delivery model inclusive of Advanced Life Support Services.	TBD	Short-term	Health Dept	Integration of the fire service into EMS delivery model complete. Efficiency of system is improved.
12	Initiate discussions with the Washoe County Board of Health to develop a joint venture with its public safety partners, including fire agencies, on a new approach for EMS delivery.	TBD	Mid-term	WC and Health Dept Staff w/ Stake holders	Agreement developed, approved and executed by all involved agencies
13	Conduct an evaluation of the 800 megahertz radio system requirements and modifications required to accommodate inclusion of all EMS resources.	TBD	Short-term	WC T Comm Staff	Inclusion of all EMS resources in the 800 megahertz radio system

	Volunteers	Fiscal Impact	Timeline	Responsibility	Outcomes
14	Develop a formula and adopt funding sources for Washoe County's Fire Suppression Program to fund volunteer fire departments. Determine training levels and provide training through the TMFPD, SFPD, and the Washoe County Fire Suppression Program (Recommendation S1.2 page 33)	TBD	Short-term	WC, TM, SF Staff	Volunteer fire departments are funded at a level necessary to deliver needed services to the community's served
15	Develop a program to assure all Washoe County volunteer fire department personnel receive training. Develop a plan for capturing apparatus maintenance records and for general administration. This may best be accomplished by blending those organizations that are currently not covered by the Inter-local agreement into the existing agreement with Reno/Truckee Meadows (Recommendation S1.2 page 33).	TBD	Short-term	WC, TM, SF Staff	Training and other support functions are managed in a manner that ensures volunteers are competent and contributing based on community needs
16	Establish dispatch policies regarding the use of volunteer fire departments for Washoe/Reno 9-1-1 Center (Executive Summary page 11, Summary of key issues and recommendations page 12).	\$0	Short-term	WC, TM, SF Staff	Dispatch procedures and policies are in place that ensure maximum effectiveness in the utilization of volunteers

	Dispatch	Fiscal Impact	Timeline	Responsibility	Outcomes
17	Acquire a dispatch/RMS system capable of tracking emergency responses by census tract area, fractile response time, geo code, and interfacing with mobile data terminal/computers (for emergency response apparatus) and continuous quality improvement program.	TBD	Mid-term	Reno, WC, SF	Improvements in data capture improve the ability to determine efficiencies in deployment and response decisions.
18	Acquire and deploy mobile data terminal/computers on all emergency all apparatus.	Completed for TM	Mid-term	Reno, WC, SF	Installation of MDT's on all vehicles completed
19	Develop and implement a continuous quality improvement program.	\$0	Short-term	WC, Reno, SF	Efficiencies in service to customers.
20	Develop a process for the dispatch of medical emergencies consistent with industry standards and implement an Emergency Medical Dispatching (EMD) program at ECOMM (including REMSA).	\$90,000	Short-term	Reno	Provide a consistently high level of pre-arrival medical care through the dispatch centers.

	Facilities	Fiscal Impact	Timeline	Responsibility	Outcomes
21	Develop a local level-of-service and standards of response consistent with national standards and industry best practices.	TBD	Short-term	WC, Reno, SF, Sparks, NLTFPD, TM	Develop and adopt a regional deployment and standard of covers plan.(TM, Sierra FPD and the county have completed SOCs)
22	Determine if consolidation of the existing location of the fire stations in Washoe Valley (TMFPD and SFPD) will meet local standards of cover after completion of the bypass.	TBD	Short-term	WC, SF, TM	Assess impact of by-pass on standards of coverage and make necessary modifications to the plan
23	Identify funding to staff and equip the proposed Arrowcreek Fire Station (determination of need to be based on standards of cover).	TBD	Short-term	SF	Resource allocation study completed for the Arrowcreek Fire Station
24	Identify and acquire funding to make up the difference between FEMA grant and the potential cost of construction of the Arrowcreek Fire Station.	\$0	Short-term		

	Federal Grants	Fiscal Impact	Timeline	Responsibility	Outcomes
25	Aggressively seek out and apply for federal grant funds (Executive Summary page 10).	\$0	Short-term	WC, TM, Reno, SF	The number and dollar value of grants received is increased within the Washoe County emergency services agencies
	Prevention	Fiscal Impact	Timeline	Responsibility	Outcomes
26	Adopt the International Residential Building Code. Incorporate the requirement of automatic residential fire sprinklers for all new residential construction (single family homes).	\$0	Short-term	WC Building Department	Adoption of the International Residential Building Code complete. Life and property loss reduced
27	Adopt the wildland urban interface codes from the ICC and/or states having WUI building codes	\$0	Short-term	County Commission	Life and property loss reduced. Number of wildland fire incidents reduced.
28	Expand fire and life safety education programs for the community and local businesses	\$0	Mid-term	TM, Reno, SF, WC	Life and property loss reduced. Number of fire incidents reduced.
29	Expand company inspection programs.	\$0	Mid-term	TM/Reno, SF	Increase the total number of company inspections by 10% over the next 5 years.
30	Partnership with NDF for fuels management	\$0	Short-term	TM, SF, WC	Reduction in fuel loads in the interface areas.
31	Adopt the current International Fire Code (2009).	\$0	Short-term	County Commission	Countywide collaborative effort of fire and life safety for new construction and existing structures

Itemized Tasks and Identified Steps

	Governance	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
1	Regionalize fire services through the establishment of a unified fire agency		TBD	Long-term		Feasibility study completed and policy makers provide clear direction
	<i>Task 1 a</i>	Determine willingness to participate in and consider options for fire and EMS service	0		County, cities, and individual fire districts	
	<i>Task 1 b</i>	Determination of desired outcomes	0		Project steering committee	
	<i>Task 1 c</i>	Board directs staff to determine viability and feasibility of options	0		County Commission	
	<i>Task 1 d</i>	Complete an assessment and evaluation (side by side) of current fire and EMS system	TBD		Outsource	
	<i>Task 1 e</i>	Determine feasibility of all options for the delivery of fire and EMS services	TBD		Outsource	
	<i>Task 1 f</i>	If determined to be feasible present options and implementation strategies to the elected officials	TBD		Outsource	
	<i>Task 1 g</i>	Determining future governance, method of oversight, and direction of fire and EMS services via a facilitated discussion between the elected officials	TBD		Third party facilitation	
	<i>Task 1 h</i>	Develop and provide educational information to policy makers on service delivery, deployment, and standards of cover	TBD		Outsource	
2	Combine the County, Sierra, Truckee Meadows Fire Protection Districts and the City of Reno Fire Department through a Joint Powers Agreement (JPA) to form a regional fire department. (Recommendation S1.6)			Mid-term		Joint Powers Agreement developed, approved and executed by all involved agencies
	<i>Task 2 a</i>		0		County, cities, and individual fire districts	

	Governance	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
3		Should the Sierra Fire Protection District remain a standalone entity		Short-term		Analyze pros and cons including a cost benefit analysis and make determination
	<i>Task 3 a</i>		TBD		Outsource	
4		Conduct a fire station location study. Taking into account the jurisdictional boundaries of the new organization (assuming joint governance/combined organization). Preliminary analysis (fire station location study to include the City of Reno).		Short-term		Comprehensive fire station location study completed
	<i>Task 4 a</i>		TBD		Outsource	
5		Regionally develop a long term fire station location and or relocation (deployment) plan with the prime objective to site fire stations for more optimal response times to the region (assumption is a joint governance/combined organization).		Short-term		Regional standards of cover and deployment plans developed
	<i>Task 5 a</i>		TBD		Outsource	

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	Interlocal Agreement (these items may be addressed separate from Governance)	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
6	Re-negotiate the Interlocal Agreement for shared services that would include the Sierra Fire Protection District.		TBD	Short-term	Re-negotiated Interlocal Agreement in place that is inclusive of Sierra FPD	Re-negotiated Interlocal Agreement in place that is inclusive of Sierra FPD
	<i>Task 6 a</i>	Determine willingness to participate in and consider options for fire and EMS service (time sensitive)				
7	Modify the Inter-Local Agreement during the next review (June 2010) or earlier to allow the Washoe County Commissioners to participate in the selection of future Fire Chiefs.		\$0	Short-term	Modification of Inter-Local Agreement completed by June of 2010. Washoe County Commission participate in future selection processes	Modification of Inter-Local Agreement completed by June of 2010. Washoe County Commission participate in future selection processes
	<i>Task 7 a</i>	Defer to County for inclusion in staff report (reference to Task 1 a)				
8	Enhance the information flow to the Board of Commissioners of Truckee Meadows Fire Protection District operations by requiring the Fire Chief to attend all Board of Commissioners meetings.		\$0	Short-term	Fire Chief or his designee attends Washoe County Commission meetings. Communications and exchange of information improved	Fire Chief or his designee attends Washoe County Commission meetings. Communications and exchange of information improved
	<i>Task 8 a</i>	Consider modifying recommendation to allow the fire chief to designate a representative to attend meetings				
9	Modify the Inter-Local Agreement during the next review (June 2010) or earlier to allowing the Washoe County Commissioners the opportunity to review and provide input into future labor negotiations (those that have a direct impact on the level-of-service and costs for Washoe County).		\$0	Short-term	Modification of Inter-Local Agreement completed by June of 2010	Modification of Inter-Local Agreement completed by June of 2010
	<i>Task 9 a</i>	Defer to County for inclusion in staff report (reference to Task 1 a)				

	Emergency Medical Services	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
10		Evaluate and assess the EMS delivery system in Washoe County.	TBD	Short-term	Multi Stake Holder Task Force	Evaluation of EMS delivery system complete. Improvements made to system as deemed necessary. Benchmarking metrics are established. Regular reporting to County is taking place.
	<i>Task 10 a</i>	Appoint a task force of fire agency, emergency room physician group, citizens, elected official, nursing association, and REMSA to develop evaluation and assessment criteria				
	<i>Task 10 b</i>	Determine outside agency best suited to conduct an inclusive and comprehensive performance audit of the EMS delivery system. Audit to include fiscal analysis (assets, legacy liabilities, revenues, expenditures),				
	<i>Task 10 c</i>	Establish minimum level performance measures for the delivery of EMS				
	<i>Task 10 d</i>	Establish benchmarking metrics and institute reporting structure and process for data sharing between all participants in the EMS system				
	<i>Task 10 e</i>	Task force has responsibility for reporting findings to county, citys, health and fire districts.				

	Emergency Medical Services	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
11		Determine the best method to integrate the fire service into a more efficient EMS delivery model inclusive of Advanced Life Support Services (Tasks for recommendation 11 would be completed as an element of the tasks found in Recommendation 10)	TBD	Short-term	Health Dept	Integration of the fire service into EMS delivery model complete. Efficiency of system is improved.
	<i>Task 11 a</i>	Evaluate current EMS delivery system model				
	<i>Task 11 b</i>	Determine level of service objectives in consultation with Medical Director				
	<i>Task 11 c</i>	Determine need for additional personnel or advanced credentials/certifications in EMS and/or fire service				
	<i>Task 11 d</i>	Evaluate and assess equipment and other logistical systems for potential efficiencies				
	<i>Task 11 e</i>	Evaluate and assess training systems for potential collaborative efforts				
	<i>Task 11 f</i>	Determine need for additional EMS station/unit locations and, if so, where				
	<i>Task 11 g</i>	Determine if any existing EMS station/unit locations should be closed or relocated (conducted in conjunction with Task 11f)				
	<i>Task 11 h</i>	Evaluate the feasibility of additional fire agencies (with approval of the County Board of Health) operating front-line ambulances simultaneously or the fire service serving as a back-up (tiered response)				

	Emergency Medical Services	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
		<i>Task 11 i</i>				
12		Create a system-wide continuous quality improvement (CQI) program across all first response agencies				
	12	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.	TBD	Mid-term	WC and Health Dept Staff w/ Stake holders	Agreement developed, approved and executed by all involved agencies
		<i>Task 12 a</i>				
		Based on outcomes of recommendation 10 and 11 (above)				
		<i>Task 12 b</i>				
		Determine need for coordinated and transparent EMS between service delivery providers				
		<i>Task 12 c</i>				
		Evaluate alternative methods of EMS delivery				
13		Evaluate the operational requirements and re-design needed to accommodate inclusion of all EMS resources to the 800 megahertz radio system	TBD	Short-term	WC T Comm Staff	Inclusion of all EMS resources in the 800 megahertz radio system
		<i>Task 13 a</i>				
		Determine expandability/scalability of existing 800 megahertz radio system				
		<i>Task 13 b</i>				
		Inventory existing equipment				
		<i>Task 13 c</i>				
		Evaluate options for replacement of current equipment or modifications necessary for integration with existing systems				
		<i>Task 13 d</i>				
		Verify benefits and if appropriate, negotiate modification to franchise agreement to include REMSA on the 800 megahertz radio system				

	Volunteers	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
14		Develop a formula and adopt funding sources for Washoe County's Fire Suppression Program to fund volunteer fire departments. Determine training levels and provide training through the TMFPD, SFPD, and the Washoe County Fire Suppression Program (Recommendation S1.2 page 33)	TBD	Short-term	WC, TM, SF Staff	Volunteer fire departments are funded at a level necessary to deliver needed services to the community's served
	Task 14 a	Expand recommendation to include all volunteer fire departments in Washoe County including TMFPD and SFPD				Establish funding and funding criteria for volunteer program
		Continue the process of establishing clear definition of role and utilization of suppression and support volunteers				
		• Safety				
		• Need				
		• Reliability				
		• Efficiency				
		• Sustainability				
		• Policies and procedures, accountability, responsibilities and authority, training standards				
		• Achievable and sustainable performance				
		• Accepted and supported as part of delivery system				
	Task 14 b	Identify number of volunteer positions to be funded (minimum and maximum)				
	Task 14 c	Develop and administer specific policy on dispatching and utilizing volunteers				

	Volunteers	Tasks	Fiscal Impact	Timeliness	Responsibility	Outcomes
15		Develop a program to assure all Washoe County volunteer fire department personnel receive training. Develop a plan for capturing apparatus maintenance records and for general administration. This may best be accomplished by blending those organizations that are currently not covered by the Inter-local agreement into the existing agreement with Reno/Truckee Meadows (Recommendation S1.2 page 33).	TBD	Short-term	WC, TM, SF Staff	Training and other support functions are managed in a manner that ensures volunteers are competent and contributing based on community needs
	<i>Task 15 a</i>	Governance to be covered under governance recommendation (parent organization)				
	<i>Task 15 b</i>	Assure continuation of current efforts in the management of: <ul style="list-style-type: none"> • Planning and scheduling activities • Determining roles and assignments • Coordinating recruitment efforts • Screening and testing volunteers • Providing for orientation of volunteers • Maintaining records and reports • Provide for logistical support of programs • Preparing and managing the programs budget • Evaluating future needs of program and members • Counseling and debriefing • Liaison with career members, staff and administration 				

	Volunteers	Tasks	Fiscal Impact	Timeliness	Responsibility	Outcomes
16		Establish dispatch policies regarding the use of volunteer fire departments for Washoe/Reno 9-1-1 Center (Executive Summary page 11, Summary of key issues and recommendations page 12).	0	Short-term	WC, TM, SF Staff	Dispatch procedures and policies are in place that ensure maximum effectiveness in the utilization of volunteers
	Task 16 a	Included with Recommendation 14				

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	Dispatch	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
17		Acquire a dispatch/RMS system capable of tracking emergency responses by census tract area, fractile response time, geo code, and interfacing with mobile data terminal/computers (for emergency response apparatus) and continuous quality improvement program.	TBD	Mid-term	Reno, WC, SF	Improvements in data capture improve the ability to determine efficiencies in deployment and response decisions.
	Task 17 a	Support the effort of the Regional Operations Communications Committee (ROCC) to establish a centralized dispatch facility in northern Nevada				
	Task 17 b	The recommendation is specific to dispatch communication centers that lack the capability to capture and report data for analytical purposes				
		Define requirements for data collection, report requirements, and analytical processes				
		• i.e. specific request for information, monthly reporting, quarterly reporting, and specific measurement areas				
		• i.e. responses by specific response area, census tract, city code, incident type code, etc.				
		• Response time calculations (Examples: Call entry to dispatch time, unit response time from field unit notification to unit on scene)				
		• Types of calculations required: median, mean, fractile, average				
	Task 17 c	Determine reporting software options and ability to meet requirements				
		• CAD Vendor				
		• Off-the-shelf software				
		• Custom software solution				
	Task 17 d	Develop and administer specific policy on dispatching and utilizing volunteers				

	Dispatch	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
18	Acquire and deploy mobile data terminal/computers on all emergency all apparatus.		Completed for TM	Mid-term	Reno, WC, SF	Installation of MDT's on all vehicles completed
	<i>Task 18 a</i>	Define Mobile Data Computer (MDC) functionality required				
	<i>Task 18 b</i>	Align MDC plans for all emergency service providers				
		Include AVL (automatic vehicle locator) as an element of dispatch process (in process with two of the agencies)				
		<ul style="list-style-type: none"> • Complete site visits to determine fit for the agencies and for the communications center 				
	<i>Task 18 c</i>	Determine additional units to be equipped				
	<i>Task 18 d</i>	Determine hardware and software requirements				
	<i>Task 18 e</i>	Determine estimated costs				
	<i>Task 18 f</i>	Secure funding				

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	Dispatch	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
19	Develop and implement a continuous quality improvement program.		0	Short-term	WC, Reno, SF	Efficiencies in service to customers.
	<i>Task 19 a</i>	Establish specific user group by discipline to assess operational concerns.				
	<i>Task 19 b</i>	Establish a formal service inquiry policy, for submittal, investigation, findings and reporting processes.				
	<i>Task 19 c</i>	Establish a formal QI Program (Policy establishing process, review criteria, reporting etc.)				
	<i>Task 19 d</i>	Establish a citizen/public feedback mechanism.				
20	Develop a process for the dispatch of medical emergencies consistent with industry standards and implement an Emergency Medical Dispatching (EMD) program at ECOMM (including REMSA).		90,000	Short-term	Reno	Provide a consistently high level of pre-arrival medical care through the dispatch centers.
	<i>Task 20 a</i>	Establish a communications task force (Fire, REMSA, ECOMM, Medical Providers, Medical Advisory)				
	<i>Task 20 b</i>	Determine EMD Program best suited for the agency based on medical support (MPDS, APCO, PowerPhone) (Review available EMD/EPD/EPD programs giving priority to the system being used at the Sheriff's center for cost avoidance)				
	<i>Task 20 c</i>	Fund and allocate capital and operating expenses				
	<i>Task 20 d</i>	Upon determination of Program, begin Medical Advisory Process				
		• Draft Program Policy and Guidelines				
		• Begin staff training				
		• Coordinate QI with tasks in 19				
		• Establish Operating Policies				
		• Establish Implementation Date, with review periods, to measure progress.				

	Facilities	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
21		Develop a local level-of-service and standards of response consistent with national standards and industry best practices.	0	Short-term	WC, Reno, SF, Sparks, NLTFPD, TM	Develop and adopt a regional deployment and standard of covers plan.(TM, Sierra FPD and the county have completed SOCs)
	<i>Task 21 a</i>	Recommendation 21 is linked to governance and deployment				
22		Determine if consolidation of the existing location of the fire stations in Washoe Valley (TMFPD and SFPD) will meet local standards of cover after completion of the bypass.	0	Short-term	WC, SF, TM	Assess impact of by-pass on standards of coverage and make necessary modifications to the plan
	<i>Task 22 a</i>	Economic and response changes make it advisable to complete a standards of cover for the entire county				
	<i>Task 22 b</i>	Objectively and quantitatively analyze the relationship between existing or proposed fire station locations, equipment, and the fire department's capacity and capabilities.				
		1. Existing deployment				
		2. Risk identification				
		3. Risk expectations				
		4. Service level objectives				
		5. Distribution				
		6. Concentration				
		7. Performance and reliability				
		8. Overall evaluation				
		Criterion include:				
		• Travel Distance – Extent of travel distance from a fire station				
		1.1.5 miles or greater				
		• Response Time Parameter				
		1.Performance requirements				
		a. Arrive at the scene of an emergency within five minutes of travel time, 90 percent of the time				
		b. Deliver an effective firefighting force within 10 minutes, 90 percent of the time				

	Facilities	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
		<ul style="list-style-type: none"> • Call volume • Unit Hour Utilization • Call Concurrency • Out of Area Calls 				
		1. Response failure inability to respond to 80 to 90 percent of the calls within the first-due area				
		<ul style="list-style-type: none"> • Building/Risk Inventory 				
	Task 22 b	<p>There are several other steps to identifying if an existing or new fire station is required. They consist of:</p> <ul style="list-style-type: none"> • Identifying areas with minimum coverage • Identifying feasible locations for a new facility • Evaluating those locations using specific criteria 				

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	Facilities	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
23		Identify funding to staff and equip the proposed Arrowcreek Fire Station (determination of need to be based on standards of cover).	TBD	Short-term	SF	Resource allocation study completed for the Arrowcreek Fire Station
	<i>Task 23 a</i>	Identify funding mechanisms				
	<i>Task 23 b</i>	Identify potential staffing options				
		Identify SFPD only staffing options				
		Identify cost sharing options with TMFPD and/or City of Reno (this task is linked to governance)				
		Select staffing option				
	<i>Task 23 c</i>	Identify equipment and apparatus options				
		Identify SFPD only equipment and apparatus options				
		Identify cost sharing options with TMFPD and/or City of Reno (this task is linked to governance)				
		Select equipment and apparatus options				
24		Identify and acquire funding to make up the difference between FEMA grant and the potential cost of construction of the Arrowcreek Fire Station.		Short-term	0	0
	<i>Task 24 a</i>	Execute agreement between developer and county to sell developer property designated for fire station and split proceeds				
	<i>Task 24 b</i>	Move to seek bids to determine actual cost of construction				
	<i>Task 24 c</i>	Begin construction				
		*Task added at the request of Sierra Fire Protection District				

	Federal Grants	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
25	Aggressively seek out and apply for federal grant funds (Executive Summary page 10).		0	Short-term	WC, TM, Reno, SF	The number and dollar value of grants received is increased within the Washoe County emergency services agencies
	<i>Task 25 a</i>	Each agency should appoint a grant coordinator to oversee all grant applications and ensure submission and reporting compliance				
	<i>Task 25 b</i>	Coordinate grant applications between public safety agencies in Washoe County				
	<i>Task 25 c</i>	Gather information available on local, state, and federal grant programs related to the fire service				
	<i>Task 25 d</i>	Gather information available on private foundation grants available to the fire service				
	<i>Task 25 e</i>	Develop annual timeline for grant application deadlines				

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	Prevention	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
26		Adopt the International Residential Building Code. Incorporate the requirement of automatic residential fire sprinklers for all new residential construction (single family homes).	0	Short-term	WC Building Department	Adoption of the International Residential Building Code complete. Life and property loss reduced
	<i>Task 26 a</i>	Encourage the adoption of the International Building Code (2009); include an amendment for automatic residential sprinklers in one and two family dwellings and townhouses over 1,200 square feet.				
	<i>Task 26 b</i>	Provide information to local government leaders on the merits of the adoption process.				
	<i>Task 26 c</i>	Provide information to the public on the economic, safety, and risk reduction benefits.				
27		Adopt the wildland urban interface codes from the ICC and/or states having WUI building codes	0	Short-term	County Commission	Life and property loss reduced. Number of wildland fire incidents reduced.
	<i>Task 27 a</i>	Complete adoption process for the 2009 International Wildland-Urban Interface Code				
	<i>Task 27 b</i>	Staff members attend WUI conference Reno, March 2010 and other related activities				
	<i>Task 27 c</i>	Provide funding to update the "Resource Concepts, Inc" 2004 report (Note: Portions of Washoe County have the highest risk in Nevada)				
	<i>Task 27 d</i>	Incorporate a program for involving the community in emergency preparedness based on the VIP model				

	Prevention	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
28		Expand fire and life safety education programs for the community and local businesses	0	Mid-term	TM, Reno, SF, WC	Life and property loss reduced. Number of fire incidents reduced.
	Task 28 a	Determine key concepts on safety and risk reduction to be delivered in the form of education to key leaders within the county, local community leaders and the public in general				
	Task 28 b	Review and enhance current public education programs within the county to bring as current as possible addressing fire safety				
	Task 28 c	Conduct bi-annual educational community events to leverage educational opportunities within the county, engaging participation from federal, state and local agencies				
	Task 28 d	Maximize media outlets for broadcast education supporting public outreach.				
	Task 28 e	Offer one on one meetings with residents and business and/or property owners				
	Task 28 f	Seek alternative funding and methods for the delivery of fire and life safety programs				

	Prevention	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
29		Expand company inspection programs.	0	Mid-term	TM/Reno, SF	Increase the total number of company inspections by 10% over the next 5 years.
	Task 29 a	Determine number, type, location of occupancies, properties to perform annual inspections				
	Task 29 b	Implement fire company level fire prevention training programs				
	Task 29 c	Implement annual inspection cycles				
	Task 29 d	Utilize an RMS system to track and maintain inspections findings and records				
	Task 29 e	Coordinate inspection activities with community wildfire program efforts.				
	Task 29 f	Examine patrolling strategies				
	Task 29 g	Pre-incident attack plans for at risk communities and areas				
30		Partnership with NDF for fuels management		Short-term	TM, SF, WC	Reduction in fuel loads in the interface areas.
	Task 30 a	Continue to enhance Interlocal Agreements with NDF addressing key issues/concerns on safety and improving risk reduction				
	Task 30 b	Improve fire education and community coordination efforts relative to fuel management and defensible space control				
	Task 30 c	Explore grant opportunities to enhance a partnership program efforts				
	Task 30 d	Engage with NDF to examine methods to deliver and provide more robust fuels management programs				

	Prevention	Tasks	Fiscal Impact	Timeline	Responsibility	Outcomes
31		Adopt the current International Fire Code (2009).		Short-term	County Commission	Countywide collaborative effort of fire and life safety for new construction and existing structures
	<i>Task 31 a</i>	Invite participation of stakeholders to prepare and develop local amendments to the IFC				
	<i>Task 31 b</i>	Prepare a single set of local amendments to the IFC that is acceptable to all Washoe County stakeholders				
	<i>Task 31 c</i>	Prepare resolution adopting IFC for the County, cities, and fire districts				
	<i>Task 31 d</i>	Print and distribute IFC with amendments				

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