

NORTH LAS VEGAS FIRE DEPARTMENT

2016 – 2021 STRATEGIC PLAN

WE WILL BE VIGILANT, BRAVE, AND PREPARED



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CITYOFNORTHLASVEGAS.COM/DEPARTMENTS/FIRE

A Letter from the Chief



On behalf of the dedicated men and women of the North Las Vegas Fire Department, we present this Strategic Plan for 2016-2021. This plan will serve as a guide to address our current challenges and growth opportunities. The plan was compiled with input from all levels of the organization. We are grateful to the individuals and to the Divisions that participated to provide critical feedback and suggestions. Your candid feedback and suggestions allowed us to take a broad look at our department and to develop specific action items for effectively and efficiently achieving our strategic priorities.

As we seek to rebuild our organization, we have identified challenges and opportunities, both internal and external. The plan outlines our top four strategic priorities and the action items to address each of the priorities.

Our mission is ever changing and presenting new safety concerns. Safety considerations are always a top priority. We will continue to work to ensure the safety of our citizens and our personnel. Safety is part of our culture and will continue to be our number one priority. Every one of our strategic priorities and actions items has safety intermingled within those goals. We must be prepared for the future, not only by continually addressing our known hazards but also by being very well trained, staffed, and equipped to face the future.

The North Las Vegas Fire Department is ready for the challenge and excited to put this strategic plan into action. The success of providing emergency services comes from planning in such a manner that we provide the appropriate resources for the wide range of emergencies to which we are called. To meet our goals and to continue to provide the needed service level expected by our community, we must continue to be fiscally responsible, be willing to change when needed, to adapt, and to remain ever ready. We look to the future with enthusiasm.

Sincerely,

A handwritten signature in black ink that reads "Jeff Lytle". The signature is written in a cursive, flowing style.

Jeff Lytle
Fire Chief

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North Las Vegas Fire Department

Mission Statement

To advance the City of North Las Vegas vision by providing dedicated emergency and community services in a professional manner.

Our Vision

We will be a leader in emergency services.

We will be a diverse workforce that provides quality fire and life safety services through proactive and innovative training, education, code enforcement, risk assessment, and community involvement.

We will be vigilant, brave, and prepared.

Our Values

NLVFD-PRIDE

- | | |
|-------------------|--|
| Noble | We will possess all the characteristics and qualities of professional fire and life safety emergency service providers. |
| Leadership | We believe in positive leadership with vision towards the future. We will mentor and empower ethical leaders throughout the organization. We will conduct ourselves as leaders in the community. |
| Vigilant | We will diligently watch over ourselves, our family, and our community. |
| Family | We will remember: what affects one, affects all. |
| Diligent | We will enthusiastically complete all tasks safely and with detailed perseverance. We promote fiscal responsibility and accountability. |

Accountability - Consistency

- | | |
|------------------------|--|
| Professionalism | We will remain skilled, knowledgeable, and ready to serve. We believe training and education are the foundation of professionalism. |
| Respect | We will treat others with compassion, in a dignified and courteous manner. |
| Integrity | We will conduct ourselves in a way that brings honor and respect to our profession. We believe that maintaining public, personal, and professional trust is paramount. |
| Diversity | We will embrace diversity and foster a workforce reflective of our community. |
| Excellence | We will continually strive for performance that surpasses all expectations. We believe that a quick and safe response, training, education, and preparedness are the keys to excellence. |

Our City, Our People, Our Duty

Executive Summary

The North Las Vegas Fire Department (NLVFD) has always been, and will continue to be, prepared to respond quickly when called, in an effort to save lives and preserve the property of our citizens and business community alike. We provide the highest possible level of life safety for both our customers and employees, as well as reduced property loss through our efforts in the areas of fire prevention, fire suppression, emergency medical and public education services. Our job is to prevent or minimize losses due to fires, medical emergencies, disasters and other traumatic events. We care about the people we serve and are committed to do our job in a manner that demonstrates this, through our high level of training and quick response to all calls.

From its inception, NLVFD has operated a highly efficient delivery system for its customers, designed to provide the quickest and most effective emergency delivery service. To make our system as efficient and effective as possible, all of our personnel are trained in several areas of proficiency. We respond to and provide service in areas such as emergency medical, operational level hazardous materials, operation level technical rescue, public education and firefighting. The goal of the NLVFD is to keep up with the diversity of our calls and to meet the ever growing needs of our citizens.

The purpose of this plan is to use it as a guide, ensuring the fire department stays focused to reach our major objectives in the years to come. This plan is designed to identify specific issues and current needs facing the fire department over the next five years as they are seen today, and is not intended to be all-inclusive and detailed. It will be used by the fire department to aid in the development of our annual budget and staffing requests, along with monitoring our needs as they relate to the growth in the residential as well as the business community. It is our hope that this document will aid city government and our elected officials in shaping the future of our city and to help meet the ever increasing expectations of our citizens.

Organizational Overview

The North Las Vegas Fire Department (NLVFD) is comprised of highly professional and dedicated members that continue to meet the constant service demands for our community. The department provides pre-planning, fire suppression, fire investigation, emergency medical care, operational level technical rescue, operational level hazardous materials (Haz-Mat) response, public education, community service activities and emergency management to over 230,000 residents annually.

The fire department covers 100.7 square miles of land with eight fire stations located strategically throughout the city to provide rapid response. Service is delivered utilizing six engine companies, two truck companies, one air resource/rehab unit and two transport capable paramedic rescue units. A brush engine and a command vehicle are available and can be cross-staffed if the need arises. The department also has several specialized vehicles to include a technical rescue unit and a HAZMAT unit. These can also be cross-staffed as needed as resources for the valley. Fire stations are staffed 24 hours a day, seven days a week with a minimum staffing of 39 personnel on duty per shift. The department functions with three platoons (A, B and C) and works a 48-96 schedule.

The department is staffed with 157 uniformed and civilian personnel. Operations are divided into two geographic battalions. Emergency responses are dispatched through a joint communications center serving NLVFD along with the Clark County Fire Department and Las Vegas Fire and Rescue. The communication center uses an automated vehicle locator (AVL) system allowing for the closest appropriate emergency units to respond to an incident regardless of jurisdictional boundaries.

Overview of Strategic Planning

Strategic planning allows us to clearly define the “why” and creates process for us to envision and create our own future. It establishes shared values and purpose within the organization and among those who are served. Before strategic planning can begin, it is important that participants and recipients realize the benefits of the inclusive and exhaustive process of planning.

Having a long term plan avoids “management by crisis” scenarios. It allows us to prioritize our goals and responsibly allocate available resources. A strategic plan creates evaluation metrics that allow us to measure change over time; it verifies and validates both our successes and our lapses. Above all, it challenges and encourages every member to be accountable and to develop partnerships that strengthen the connection with our community.

An examination of nationwide academic literature outlined the proper process for creating a strategic plan. Research also involved identifying “best practices” in the profession and reviewing the strategic plans of other local agencies who have implemented these practices. This review provided a conceptual template for creating our own plan, providing the information necessary to avoid potential pitfalls.

Strategic Priorities

Strategic Priority 1: Our Department

- Action Item 1A: Safety
- Action Item 1B: Responses
- Action Item 1C: Health/Wellness
- Action Item 1D: Training
- Action Item 1E: Personnel
- Action Item 1F: Dispatch
- Action Item 1G: Investigations
- Action Item 1H: Policies

Strategic Priority 2: Our Community

- Action Item 2A: Emergency Management
- Action Item 2B: Community Outreach
- Action Item 2C: Recruitment

Strategic Priority 3: Our Infrastructure/Technology

- Action Item 3A: Fire Station Replacement/Repairs
- Action Item 3B: Equipment Replacement
- Action Item 3C: Target Hazards
- Action Item 3D: Master Plan Community
- Action Item 3E: Kapex/Apex
- Action Item 3F: Regional Haz-Mat
- Action Item 3G: Communications Equipment

Strategic Priority 4: Our Fiscal Resources

- Action Item 4A: Cost Recovery
- Action Item 4B: Grants
- Action Item 4C: EMS Delivery/Transports
- Action Item 4D: Cost Containment

Strategic Priorities

Strategic Priority 1: Our Department

Members of the North Las Vegas Fire Department are our number one asset; it is imperative to build a safe and healthy work environment as much as practical. NLVFD recognizes the value in providing our personnel with the framework on which to build a successful department. The limitations of reduced staffing levels have challenged the Fire Department Administration's ability to plan, direct, and respond effectively to constantly growing community demands. Through structured training, formalized career development and mentoring programs, we can ensure that all personnel have the knowledge, skills and abilities to be prepared and competent to perform and advance in their careers.

Goals

- To build safety aspects into all training and operations.
- To develop a policy for Incident Safety Officer that will be reviewed annually.
- To ensure accountability and consistency.
- To clearly define training objectives annually.
- To identify the need for hands-on training in all divisions.
- To develop ongoing continuing education/training.
- To improve mandated training record keeping and mandated credentialing by 2017.
- To maintain emergency response times within established professional standards.
- To improve overall wellness and fitness of department employees.
- To develop mentoring program and maintain Career Development Programs by 2016.
- To increase efficiency and productivity of fire investigations team both within the fire department and valley-wide.
- To increase emergency medical training, administrative support, quality improvement and operational effectiveness.
- To increase the city's ability to confine and or mitigate any hazardous materials incident by 2018.
- To develop Incident Management Team (IMT) training opportunities annually.
- To continue regular participation with the Fire Alarm Office (FAO) committee.
- To review and update departmental Policies and Procedures on an annual and as-needed basis.
- To promote and hire personnel keeping in line with the department's seven year staffing plan.
- To continue to research Mobile Integrated Healthcare options.

Action Plan

- **Action Item 1A: Safety**
 - Safety is a priority for NLVFD and is to be built into every training opportunity.
 - Ensure that department members are well trained and well equipped with the knowledge, skills and abilities to do their job.
 - The fire department shall adopt an official written departmental occupational safety and health policy that identifies specific goals and objectives for the prevention and elimination of accidents and occupational injuries, exposures to communicable diseases, illnesses and fatalities (per NFPA 1500).
 - Safety responsibility is to fall upon all personnel.
- **Action Item 1B: Responses**
 - Improve response times - Goal to meet NLVFD Accreditation established turnout, and travel times, 90% of the time (90 second turnout time for emergency responses, 4 minute travel time for first arriving unit at fire or EMS incident, and 8 minute travel time for full

alarm assignment provided another unit capable of initiating suppression activities arrived within 4 minutes).

- **Action Item 1C: Health/Wellness**
 - Develop Critical Incident Stress Management policy to address CISM issues, concerns and challenges.
 - Establish a formal Health and Wellness program to reduce potential injuries both physical and psychological.
- **Action Item 1D: Training**
 - Maintain Target Solutions applications to fulfill OSHA and NFPA didactic training.
 - Ensure that members are complying with all department mandated training.
 - Complete sets and reps monthly.
 - Re-evaluate best practices for Minimum Company Standards and re-train if necessary.
 - Create and implement Truck Company, Ladder and Hoselay Manuals by 2016.
- **Action Item 1E: Personnel**
 - Hold Engineer Development School in even years and Officer Development School in odd years beginning in 2016.
 - Battalion Chief & Engineer tests to be held in even years. Captain test to be held in odd years.
 - Provide training, mentoring and acting opportunities to create experience based preparation for all promotional processes.
 - Work with the training division to develop an annual training plan for career development.
 - Develop formal mentoring program, which includes development of task sign-off books for all ranks including battalion chief internship for battalion chief level.
 - Ensure that mentoring encompasses in-grade mentoring (firefighters become better firefighters, engineers become better engineers, captains become better captains), as well as mentoring for promotion annually.
 - Focus on obtaining, maintaining and enhancing certifications (see training plan).
 - Update all job duties and responsibilities and build in success factors for each position by 2016.

Based upon approval from City Critical Justification Committee:

- Address immediate staffing needs by promoting personnel into the Mission Critical positions of Deputy Chief, Battalion Chief and Captain.
- Hire a full-time Fire Arson Investigator I, an Office Assistant assigned to the EMS Division and an Office Assistant assigned to the Training Division in 2016.
- Hire 18 Fire Fighters (9 Fire Fighters and 9 Fire Fighter Paramedics) in order to staff 2 additional Fire Rescue units and back fill vacancies in 2016.
- Hire 6 Fire Fighters (3 Fire Fighters and 3 Fire Fighter Paramedics) in order to staff a 3rd additional Fire Rescue Unit in 2017.
- Introduce the Single Function EMS Resource, hiring 16 (non-Fire) EMS personnel (8 EMT's and 8 Paramedics) in 2017
- Promote 3 Paramedics to EMS Lieutenant to support the expanded EMS delivery system in 2017.
- Hire a Fire Equipment Specialist to assist the Fire Logistics Officer in 2017.
- Reinstigate the Tactical Medic Program in 2017.
- Place Engine 52 back in service and return Station 52 to a specialty team station focusing on Technical Rescue in 2018.
- Add a third Fire Training Captain position to support the division, focusing on Special Operations in 2018.

- Hire 16 additional (non-Fire) EMS personnel in order to add 2 additional Single Function EMS Rescues in 2019.
- Open Fire Station 58 in the Villages at Tule Springs in 2019.
- Hire 12 additional Fire Fighters (6 Fire Fighters and 6 Fire Fighter Paramedics) in 2019.
- Add Fire Engine to cross staff Type III Haz-Mat Specialty Unit at Station 56 in 2020.
- Hire 12 additional Fire Fighters (6 Fire Fighters and 6 Fire Fighter Paramedics) in 2020.
- Promote one individual to Assistant Fire Chief managing Special Operations in 2020.
- Hire 12 additional Fire Fighters (6 Fire Fighters and 6 Fire Fighter Paramedics) to replace members eligible to retire in 2021.
- **Action Item 1F: Dispatch**
 - Maintain annual participation with valley-wide Fire Alarm Office (FAO) committee.
 - Help to establish trigger points and replacement schedule of equipment on an annual basis.
 - Review budget annually to ensure FAO and dispatch requirements are met.
 - Participate in implementation of new protocols/response policy and protocols on an annual basis.
 - Continue to follow Southern Nevada Health District protocols.
 - Participate with Medical Advisory Board bi-monthly to ensure we are following best practices.
 - Maintain participation in leadership roles in valley-wide SNFO EMS.
 - Create and follow a well-defined QA/QI policy.
 - NLVFD will respond to all dispatched emergencies requesting appropriate personnel and equipment to mitigate emergency on a daily basis.
- **Action Item 1G: Investigations**
 - Create policy to create career pathway to obtain certifications by 2016.
 - Create policy for job qualifications and promotional process by 2016.
- **Action Item 1H: Policies**
 - Review SOG's by November of each year so that all policies can be implemented by January the following year.
 - Partner with the union on the committee process annually.
 - Improve communication and implementation process to avoid conflicts in policies and procedures between divisions or existing department policies, procedures, rules, regulations, contract or county policies.

Strategic Priority 2: Our Community

Members of the NLVFD are dedicated to serving the community with integrity and compassion, and want the citizens to see the department in a positive light. The safety of the residents of North Las Vegas is our top priority and we can help them remain safe by educating them how to be better prepared for emergencies. We will strategically address prevention and mitigation activities in an attempt to reduce accidents, injuries or deaths that could have been prevented with the proper education or intervention.

Goals

- To ensure that stations/crews are completing their monthly fire and shelter-in-place drills.
- To continue to provide Community Emergency Response Team (CERT) training quarterly.
- To promote a positive image of NLVFD.
- To promote community safety through education.
- To reduce the number of preventable accidents, injuries and deaths in the community (Public Service Announcements monthly).
- To continue to be a part of the valley-wide firefighter recruitment process.
- To seek, recruit and hire individuals that are reflective of the community that we serve.

Action Plan

- **Action Item 2A: Emergency Management**
 - To ensure that we are leaders in our discipline.
 - Successfully identify local and regional trends, avoid pitfalls and implement best practices.
 - Look to maximize funding opportunities and operational effectiveness through federally funded streams.
 - To establish and prioritize “turn-key” projects in order to capitalize on de-obligated funds.
 - To increase frequency of no-notice drills for employees at all levels.
 - To increase realism of planned exercises for employees at all levels.
 - To further develop CERT and other volunteers groups to assist with task level work during emergencies such as reunification, shelter operations and damage assessment.
 - To further develop Incident Management Team (IMT) capabilities to enhance city-wide and valley-wide capabilities and overall preparedness for large scale events.
 - To further cultivate relationships with private industry to better understand existing hazards, identify pre-planning opportunities and generally increase preparedness across the board. Conduct an annual summit focused on a specific hazard inherent to a given industry located in jurisdiction.
 - To conduct quarterly drills and annual large scale exercise to ensure knowledge and application on ICS and NIMS requirements for employees as all levels. Focus should be on long term recovery, logistics and finance verses operational/initial response.
 - Collaborate on joint operations with other public safety partners.
 - Identify available resources for joint operations and innovative training.
 - To further develop a competent EOC Cadre, three deep in each position, in order to be best prepared for a large scale incident spanning multiple operational periods by 2017.
- **Action Item 2B: Community Outreach**
 - Offer CPR classes/emergency preparedness for CNLV employees.
 - Have a Fire Station Open House/Pancake Breakfast every fourth month switching between B5 & B15 (Neighborhood Fire Station).
 - Continue participation in smoke detector and car seat check/installation events twice annually.

- Seek grants that benefit community members such as smoke and carbon monoxide detectors as well as car seats.
- **Action Item 2C: Recruitment**
 - Maintain relationships with other departments who are part of the valley-wide recruitment process and add process improvement as needed.
 - Enlist the interest of any qualified individual who might be interested in a career in the fire service.
 - Commit to seek, recruit and hire qualified minorities and women to more effectively represent the population we serve.

Strategic Priority 3: Our Infrastructure/Technology

Our information technology hardware and software is pushing the limits of its functional capability. There are compatibility issues with most of our computer programs and in the very near future our emergency communications equipment will reach its end-of-service life making interoperability a challenge. Our goal is to create a plan to identify all infrastructure and technology deficiencies and work towards providing the department with equipment and facilities that are functional and up-to-date.

Goals

- To stay on track with fire station updates and repairs by July 2016.
- To ensure policy and process for facility maintenance to take over 100% of FD needs.
- To stay on track with equipment replacement plan (reviewed annually).
- To ensure compliance with development agreements with Master Planned Community.
- To teach, train and provide emergency response needs for Apex area.
- To develop Type III HazMat Team by 2020.
- To maintain compliance with portable communications equipment by 2018.

Action Plan

- **Action Item 3A: Fire Station Replacement/Repairs**
 - Use Capital Improvement Project (CIP) funds for remodels on Station 51 by 2016, Station 52 and Station 55 by 2017 (annual funding).
 - Transfer fire station maintenance over to facility maintenance by 2016.
- **Action Item 3B: Equipment Replacement**
 - Follow outlined CIP replacement schedule for apparatus under direction of city council.
- **Action Item 3C: Identify Target Hazards**
 - In accordance with the Nevada Homeland Security Commission's priorities, the North Las Vegas Office of Emergency Management has identified the following five priorities for this strategic plan:
 1. Cybersecurity
 2. Intelligence and Information Sharing
 3. Public Information and Warning
 4. Operational Coordination
 5. Mass Care Services
- **Action Item 3D: Master Planned Community**
 - Ensure compliance with pre-determined trigger points for apparatus purchases and fire station build-out as development progresses.
- **Action Item 3E: Kapex/Apex**
 - Teach, train and provide emergency response needs for Apex area.
 - Create trigger points for equipment, personnel and deployment strategies as development progresses.
- **Action Item 3F: Regional Haz-Mat**
 - Work toward becoming Type III HazMat Emergency Response Team.
 - Research funding and grant opportunities.
- **Action Item 3G: Communications Equipment**
 - Phase in replacement of MCT's beginning in 2016 to ensure compliance with departments valley-wide. To be completed by 2018.
 - Replace all handheld radios by 2018 to ensure P-25 compliance.
 - Replace dispatch PC's by 2017.

- Develop Information Technology Replacement and Refresh Plan.
- Annually maintain integration with other county and fire department systems with updated mobile computer devices, CAD and RMS.
- Annually identify all system deficiencies and determine CIP funding as needed.
- Annually identify existing and future needs.
- Ensure that fire department website is maintained and up-to-date on a quarterly basis.

Strategic Priority 4: Our Fiscal Resources

The fire department is aware of the fiscal challenges facing all public service entities and understands the significance of the potential impact on the services we provide for public safety. This priority is directed toward assessing our current revenue stream, seeking future cost saving measures and alternative revenue sources. The goal is to restore service reductions lost during the economic downturn.

Goals

- To seek alternative revenue sources and cost saving measures.
- To continue to pursue grant funding to offset cost for personnel and equipment.
- To maintain contract with third party to bill patients for transports.
- To maintain accountability and consistency in inventory, distribution and purchasing of supplies in support of Fire Department operations.

Action Plan

- **Action Item 4A: Cost Recovery**
 - Seek to change the City of North Las Vegas ordinance to include cost recovery options.
- **Action Item 4B: Grants**
 - Identify the most probable grants that are available and seek private sponsorships for specialized needs.
 - Work with county and state officials to politically support grant efforts.
- **Action Item 4C: EMS Delivery/Transports**
 - Maintain contract with third party EMS transport billing company.
 - Exhaust all options before unpaid balances are written off.
 - Continue to pursue Single Function Resource EMS delivery option.
 - Continue to participate in state-wide NV Fire Chiefs pursuit to collect any Ground Emergency Medical Transportation (GEMT) money.
- **Action Item 4D: Cost Containment**
 - Ensure best practices when making purchases department-wide.
 - Continue to be diligent about energy savings at Fire Stations and Fire Administration Building.
 - Pursue solar energy options/alternate energy sources to lower utility costs.
 - Review service contracts on an annual basis.