

CITY OF RENO

EST. **FRD** 1888

FIRE DEPT



FY24-26 OPERATIONS PLAN

AS OF FALL 2023

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Goal

01

Protect our community and its assets.

Using population growth and community need as an indicator, we will look to growing our capacity to best serve the public through our response to emergency calls, fire prevention and safety. We also stand behind teaching our community about ways they can protect themselves and mitigate risk.

Goal

02

Optimize the right resource to the right call at the right time.

Through redirecting calls to the appropriate resource, the workload will spread evenly across the department and community partners, to best serve our community and protect our first responders. In addition, we will explore grant sources to fund some of our most emergent crises in the area around a high demand of medical-specific calls and wildfires within the urban/wildland interface.

Goal

03

Modernize and expand infrastructure.

By expanding and modernizing our stations, equipment, and fleet, we can best serve our community and safeguard our firefighters who show up on the line to serve and protect. As we look for ways to cover our growing geographic region, we will best utilize the resources available and expand where it is economically feasible.

Goal

04

Promote regional collaboration.

Through exploring new ways of working together across the community, emergency response agencies in the region can collaboratively improve resource allocation, provide a more agile response, and create an overall stronger impact on the community. We welcome the opportunity to collaborate with our fellow partners in mutual aid to provide the safest and most efficient response to our community as a whole, regardless of jurisdictional boundaries.

Goal

05

Modernize and expand infrastructure.

Maintaining the well-being and professional growth of the people in our department who risk their lives in the line of duty, is our utmost concern. We place a concerted effort on maintaining and expanding a proactive approach to physical and mental health issues faced by first responders. We also have a continued commitment to training that provides our employees with the knowledge they need to do their job to the best of their abilities. Constant high-quality recruitment also plays a major role in the service levels we can provide.

We truly are here to serve our community as equitably and with the best resources we have at our disposal.

Sincerely,
Fire Chief Cochran

RFD BY THE NUMBERS IN 2022

 **49,604**

Calls Responded [135 Calls Per Day]

CALLS: Responded to 49,604 averaging 135 calls per day with 1,489 fire-related calls and 48,115 non-fire-related calls such as medical emergencies, hazardous materials incidents, and technical rescues up from 42,706 in 2021 1,447 fire-related calls and 41,259 non-fire-related calls.

 **1,488**

Fire Calls in 2022

NUMBER OF FIRES: 1,488 fire calls in 2022. This includes structure fires, vehicle fires, and vegetation fires.

 **238**

Investigations

FIRE INVESTIGATIONS: The Fire Investigation team investigated 238 fires (up 27 fires from 2021), with 13 separate arson arrests (up 7 arrests from 2021). Added two new fire investigators and investigated 238 fires leading to 13 arson arrests.

 **30,000**

Medical Call Responses

MEDICAL CALL RESPONSES: Responded to over 30,000 medical calls.

 **72% VS 17%**

Consumer Price Index Since 2001 vs 17% Operating Budget Increase

BUDGET VS. COST OF OPERATION: Since 2001, the Reno Fire Department's Supplies, Services, and Capital Outlay budget increased from \$3,416,573 to \$3,986,205, a 17% increase. In the same time period, the Consumer Price Index (CPI) increased by 72%.

 **2**

Academies Held in 2022

RECRUITS: Held a 19-week new recruit academy and 8-week lateral academy.



RFD CORE SERVICES

The City of Reno Fire Department provides core services related to fire and all manners of community risk:

Fire Suppression & Wildland Fires:	Respond and mitigate fires and other emergencies to protect life and property.
Fire Prevention:	Works to prevent fires by conducting inspections, educating the public, enforcing fire codes, and fire cause and origin investigation and arson prosecution.
Emergency Medical Services:	Provides emergency medical care to people who are injured or ill.
Hazardous Materials Response:	Responds to and mitigates incidents involving hazardous materials to protect the public and the environment.
Vehicle Accidents:	Response to EMS, extrication, traffic control, and hazard abatement for vehicle accidents.
Technical Rescue:	Responds to incidents involving technical rescue, such as confined space rescue, rope rescue, trench rescue, building collapse, and vehicle extrication.
Water Rescue:	Responds to all water rescues on the Truckee River, ponds, creeks, and streams.
Active Shooter/Assailant:	Responds to emergency situations related to active shooters and assailants.
Public Education:	Provides fire safety education to the public through a variety of programs and activities.
Emergency Management and Preparedness:	Regional, community-level emergency management.



STRATEGIC PLANNING PROCESS

PURPOSE

The purpose of the City of Reno Fire Department's Strategic Plan is to establish a refreshed strategic direction for the organization, including aligning on priorities guided by input from labor and management to achieve the best community outcomes for citizens and visitors.

Organizationally, this strategic plan intends to:

- Set clear organizational priorities as a whole with labor and management input.
- Create a dynamic plan that enables leadership to be flexible with the budget.
- Develop a consistent message about the envisioned future state of the department for City leadership, elected officials, and partners.
- Establish a management practice of quarterly execution and governance, to deliver on the five strategic goals.



STRATEGIC PLANNING METHODOLOGY

The planning process was initiated in March 2023 and concluded in June 2023. The RFD (Reno Fire Department) Planning Team spearheaded the following process:

PHASE 01

Gaining Insights

An understanding of the internal and external environments is critical to the identification of strategic issues and establishing priorities. OnStrategy conducted one-on-one interviews with each of the representatives of RFD, City of Reno Leadership and Elected Officials. These interview findings provided a method to establish expectations and gather input. Additionally, research of current performance, recommendations, and studies were included in the planning process. See the Appendix for more detail.

PHASE 03

Build the Plan

In support of the Strategic Goals, the Planning Team established desired outcomes and identified annual initiatives that will make meaningful progress toward the Strategic Goals. Each outcome has a “funded result” and a “desired result” to ensure measures are in place to manage progress towards funded outcomes. The Annual Plan will identify specific action plans for each initiative.

PHASE 02

Design the Strategy

OnStrategy with the Planning Team explored resource scenarios strategies and strategic opportunities. Through a series of working sessions, the team identified overarching Strategic Goals for the strategic plan and the development of the strategic plan framework.

PHASE 04

Rollout & Implementation

This plan is built in support of a structured, consistent monthly reporting cycle and quarterly review process along with an agile planning process to monitor progress and adapt the plan as needed

HOW THE PLAN IS ORGANIZED

Specific effort that indicates work to be completed to achieve the goal. Initiatives must be cross-functional in nature, able to be completed within the timeframe of the plan and not be "business as usual" effort.

Strategic Goals

Establish the boundaries for the organization's focus towards its' future. Strategic Goals are a strategic plan's framework, articulating what the organization will focus on to achieve its vision of success. Once a goal has been identified, KPIs and strategic initiatives can be developed. Strategic Goals answer the question – where are we going?

Outcomes

Each Strategic Goal has one or more outcomes identified. Outcomes are the specific result to be achieved with a clear articulation of the impact desired from a citizen or organizational perspective. Outcomes are the performance measures used to determine the successful completion of a goal. Outcomes answer the question – what citizen or organizational outcome will we achieve?

Strategic Initiatives

Specific divisional effort that indicates work to be completed to achieve the goal. Initiatives need to be "must dos" to achieve the goal, able to be completed within the timeframe of the plan and not be "business as usual" effort. Strategic Initiatives answer the question – How will we achieve our goal?

Milestones

Short-term milestones that are critical to accomplishing the initiatives – mile markers along the way. One milestone per year of the initiative and per quarter for the current year. Milestones answer the question – What will be done by when?

Projects

A summary statement of specific goals and projects to be completed to achieve an initiative. This should be 1 year in nature.

OPPORTUNITIES & CHALLENGES

The following sections discuss the forces of change affecting the City of Reno Fire Department and frame up some of the critical issues that must be addressed in this Strategic Plan.

EMERGENCY RESPONSE BUDGET CHALLENGED TO KEEP UP WITH POPULATION

The Reno Fire Department protects 112 square miles inside the City of Reno limits, directly serving a population of approximately 278,577 residents. Since late 2016, the City of Reno has been experiencing a 25% increase in residential development and a 90% increase in the commercial, retail, and manufacturing industries. The region has grown due to an influx of California residents and the move of large-scale tech companies to the region such as Amazon, Tesla, Panasonic, Microsoft, Apple, and Google.

Population Growth Up

8.6%

in 5 Years

With this growth, the community's demand for all-risk (EMS, Fire, etc.) services has grown as well. According to the Economic Development Authority of Western Nevada the population in Reno and Sparks grew by 8.6% from 2019-2023 and is expected to grow 20% in the next 20 years.

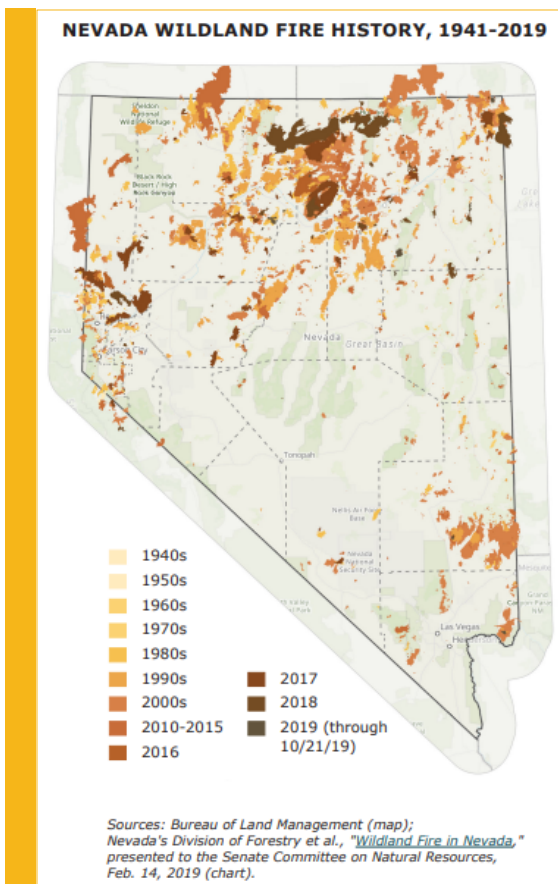
Forecast Source	2022 Population	2042 Population
IHS Markit	498,062	578,759
Truckee Meadows Water Authority (TMWA)	491,054	572,641
Woods and Poole	488,404	610,021
2021 State Demographer's Forecast	486,337	595,632
Consensus Forecast (Four Sources)	489,180	587,479

As the City of Reno's population base rapidly grows, the department's yearly calls for service do as well. 2022 was the busiest year on record for the Reno Fire Department with 49,604 calls averaging 135 calls per day. This is a steep call volume increase from 23,249 calls in 2001 (+113%) with a population that has grown from 184,216 to 278,577 (+46%) in the same time period. It is projected RFD will exceed 51,000 calls in 2023 with the upward trend expected to remain consistent in alignment with projected population growth. In addition, the RFD oversees 100+ special events annually, estimated at an additional 4,000,000 people. This creates an additional 10-20% increase in RFD daily calls for service during the months of May through October.

Since 2001, the Reno Fire Department’s Supplies, Services, and Capital Outlay budget increased from \$3,416,573 to \$3,986,205, a 17% increase. In the same time period, the Consumer Price Index (CPI) increased by 72%. Costs have risen significantly in the last twenty-two years, yet the budget has not kept pace with these rising costs. As a result, programs have been deferred or deteriorated and RFD must use old equipment and outdated data systems.

PLACEHOLDER FOR POPULATION MODEL AND FORECAST.

EMERGENCY RESOURCES NEEDED TO FIGHT WILDLAND-URBAN FIRES



In 2022, RFD responded to 40 wildfire incidents with 50 personnel and equipment across 12 states. As wildfires continue to grow in our region, the fire department has an opportunity to work alongside other agencies and protect the wildland-urban landscape.

The Reno Fire Department’s immediate response area includes the wildland-urban interface of the Sierra Nevada Mountains and extensive critical infrastructure. Wildfires in Nevada have grown more severe over time, burning over 2.3 million acres from 2017-2018. The Martin and Sugarloaf Fires in 2018 burned 1 million acres of land in northeastern Nevada. From 2000-2018, more than 9.5 million acres burned, double the amount that burned in the previous 20 years from 1980-1999. Multiple agencies work to fight wildfires in Nevada including the Nevada Division of Forestry, the Bureau of Land Management, and the United States Forest Service. These state and federal agencies work with local fire department to fight these fires in the surrounding landscape and urban interface.

Solutions to proactively fighting wildfire include two solutions:

- 1) planning with growth and wildland-urban interface coding and
- 2) creating enforced codes around vegetation management and maintenance.

GEOGRAPHIC ISOLATION BLOCKS ACCESSIBILITY OF

MUTUAL AID

Reno sits just east of the Sierra Nevada Mountains and is geographically isolated, leaving it vulnerable to natural disasters such as severe storms, wildfires, earthquakes, and floods. Due to this geographic isolation, the region is highly dependent on the local agencies for emergency incident response. When major corridors, such as Interstate 80 shuts down, there is no way for other emergency vehicles from mutual aid partners to assist Reno in the case of large-scale emergencies.

POPULATION AND TRAFFIC DENSITY INCREASES IMPACT RESPONSE TIMES

As the community continues to grow, the accompanying traffic impacts first responders' ability to reach emergencies. Certain areas of the city also do not have other access thoroughways when major roads are shut down, such as the 395 between Reno and Stead.

Rapid response is imperative and as the population has increased in certain areas of the city more than others, such as South Reno, the necessary infrastructure has not been able to keep up with expansion at the same rate. As these areas experience greater population growth and traffic density, the response time of first responders is affected.



ASSETS WE PLEDGE TO PROTECT

We value being progressive and doing the right thing for the staff and for our community. The following elements are valued by the Washoe County community and could be negatively impacted by natural disasters, human-caused disasters, and all other hazards and risks.

RESIDENTIAL

- Single family residential
- Multi-family/high density apartments
- High rise residential
- Assisted living facilities

COMMERCIAL

- High rise properties to include hotel/casinos
- Large footprint commercial warehouse
- Business buildings

EDUCATIONAL

- University of Nevada Reno Tier 1 research university and campus
- Truckee Meadows Community College Campus
- 98 total schools - Public/Charter/Private/Parochial

CRITICAL INFRASTRUCTURE

- High voltage transmission and distribution power lines

- High pressure transmission natural gas lines
- I80/I580/395 freeway corridor
- UPRR east/west line and northern line
- Interstate communications to include T1 and microwave
- Nevada Army National Guard facilities
- 4 regional hospitals and campuses
- Truckee River watershed and water distribution systems
- Multiple bridges
- Reno Tahoe International Airport and Reno-Stead General Aviation Airport

CULTURAL AND NATURAL RESOURCES

- Native lands and historic sites of the Washoe/Shoshone/Paiute tribes
- US Forest Service and Bureau of Land Management lands that create the wildland-urban interface (WUI)
- Truckee River watershed
- Threatened & endangered species (e.g. Lahontan Cutthroat Trout, Steamboat Buckwheat, Carson Wandering Skipper)



STRATEGIC FRAMEWORK

The City of Reno Fire Department operates under a set of governing statements that guide everything from long-term planning to day-to-day operations and interactions with RFD personnel and the communities we serve.

MISSION

The Reno Fire Department will provide our citizens and visitors the best possible all hazard emergency service in the protection of lives and property and a proactive approach to community risk reduction.

PHILOSOPHY STATEMENT

As a Fire Department, we provide reliable public services in a safe, efficient, and effective manner using all available resources and opportunities.

CORE BELIEF

Every decision should be based on delivering the right resource to the right call at the right time to drive positive outcomes.

CHIEF'S MANAGEMENT PHILOSOPHY

Through “Decentralized Command”, the department will empower and support its members to make decisions that result in the best possible all hazard emergency service and community involvement.

CORE VALUES

- The lives and well-being of our citizens, visitors and department members are our highest priority. We are fiscally responsible in all we do.
- We respect our community by providing the best possible emergency response based on concern, compassion, and professionalism in everything we do.
- We provide the highest level of public safety to our citizens.
- We work as a team to accomplish the department’s missions and goals through open communication, cooperation, and recognition of shared successes.
- We encourage and promote pride, loyalty, and a true sense of ownership in our department and our community.
- We seek responsibility and take responsibility.
- We are committed to openness and honesty in all situations.
- We value each member of the department and treat each person's diverse contributions with dignity, fairness, and respect.
- We are accountable and transparent to those we serve and to each other

ENVISIONED FUTURE

What does the Fire Department need to look like based on the community's need?

We envision.... A fire department that is flexible, efficient, and dynamic.

Which looks like....

- Staffing that has kept pace with community growth and sustainable funding sources for all programs.
- Proactive fire prevention with an increase in fire inspections and fire education in the community.
- Non-emergent calls fully rerouted through EMD.
- Sustainable single role paramedic and wildfire programs.
- State of the art equipment to fully meet growing community demands and regional fire stations fully operational in new areas of growth.
- A collaborative effort in regionalization of services starting with a centralized Dispatch for first responders.
- The next generation of leadership fully on track, with successors identified and fire fighters that are physically and mentally healthy.



STRATEGIC GOALS OVERVIEW

We will reach our vision by achieving the following goals:

01

Protect our community and its assets.

Increase capacity to reduce community risk.

02

Optimize the right resource to the right call at the right time.

Ensure operational excellence for superior and equitable service delivery by directing resources more efficiently and developing and expanding programs.

03

Modernize and expand infrastructure.

Replace, expand, modernize, and renovate stations, vehicles, and equipment based on priorities and funding.

04

Promote regional collaboration.

Improve inter-agency cooperation & coordination of emergency and non-emergency services.

05

Focus on staff wellness, training & development.

Provide staff with the ability to maintain good health and well-being, trainings to uplevel their knowledge and skills, and professional and leadership development.

RESOURCE SCENARIOS

In the following chart, Where we are today shows current operating levels of resources within RFD. Existing Budget: Where can we go? Shows the current trajectory of the Fire Department with strategic changes applied within current operating budgets and staff. Additional Funding: Where do we WANT to go explores future possibilities for capacity growth with additional resources applied.

Staffing levels, equipment and infrastructure are growth enablers to achieving our desired outcomes.

	Where are we today?	Existing Budget Where can we go?	Additional Funding Where do we WANT to go?
Total Staffing	303 FTE		
Staffing – Fire Fighters	254 line staff at .94 FTE/1,000 population	269 line staff at .1 FTE/1,000 population	316 line staff at 1.18 FTE/1,000 population
Staffing – Inspectors	13 fire inspectors and 2 captains	14 fire inspectors and 2 captains	17 fire inspectors and 3 captains
Staffing – Paramedics	6	15	30
Staffing – Admin	4 admin per 303 FTE	5 admin per 269 FTE	10 admin per 303 FTE
Staffing - Wildlands Program	0	1 coordinator and crew of 5	1 coordinator and crew of 20
Stations	14	14	17
Apparatus	10 rigs respond to over 3,000 calls per year	Mitigate call volume for 1 or more apparatus	All apparatus are right-sized
Ladder Trucks (staffed)	2	3	4
Fire Engines (staffed)	14	14	17
Ambulances (staffed)	1	2	4
Squads (staffed)	1	1	2

Current Staffing Summary

306 overall FTE and 266 FTEs assigned to Emergency Operations with 254 Line Staff (at .9 FTE/1,000 population which compares to NFPA’s standard of 1.54 to 1.81 FTE/1,000 population) who staff 14 fire stations daily, two of which are multi-company stations, both an engine and truck staffed each day, a two-person squad rig and a two-person medical rig.

17 **STRATEGIC GOAL #1**

PROTECT OUR COMMUNITY AND ITS ASSETS.

Increase capacity to
reduce community risk.



Strategic Goal #1

01 PROTECT OUR COMMUNITY AND ITS ASSETS.

Increase capacity to reduce community risk.

WHAT SUCCESS WILL LOOK LIKE

- Resources (staffing and infrastructure) that have kept pace with community growth and have sustainable funding sources for all programs.
- Proactive fire prevention with an increase in fire inspections and fire education in the community.

OUR WHY

To protect the assets our community values.

BACKGROUND & RATIONALE

The RFD currently operates a full response time average of 6.5* mins including turnout and travel time (*average includes outlier data).

RESPONSE TIMES AND BUSIEST TIMES

	Time
Average Turnout Time	1:44 minutes
Actual Average Response Time	7:17 minutes
Average Time on Scene	14:38 minutes
Busiest Day of the Week	Saturday

	Time
Busiest Time of Day	14:00-14:59

In addition, RFD’s Fire Prevention Department conducted a total of 4,352 inspections in 2022, up from previous years due to growing city infrastructure.

- Investigated 238 fires (up 27 fires from 2021), with 13 separate arson arrests (up 7 arrests from 2021).
- Conducted 7,000 non-permitted inspections (inspections include apartments, offices, small mercantile, clinics, etc. and are inspected every three years).
- Conducted 5,000 permitted inspections (inspections include businesses that require operational permitting as required by Fire Code, Assembly, Hazardous materials, high pile storage, gas stations, etc.).
- Conducted 300 special event inspections.

Daily staffing requirement for the department’s 18 companies consists of 69 personnel and 15 “floaters” for a total daily staffing level of 84-line staff (18 companies and 1 Safety Officer) and 2 Battalion Chiefs. In FY 2023, overtime numbers included 9,494 monthly overtime hours worked; or a total of \$4 million in overtime pay to support the volume of call demands. This was \$1 million over the budgeted \$3 million overtime allocation.

RFD also plays a strong role in community engagement to attempt to mitigate emergencies through community education efforts.

STRATEGIC MOVES

Shift allocations from the current Overtime Budget to new FTEs.

Shifting current overtime money to additional FTEs and trucks could creatively deal with staffing issues and shift area coverage. This could greatly impact Districts 6 and 12 and would grow the fleet from 2 to 3 trucks.

- **Phase 1:** Shift the overage of overtime to staff a third truck (acknowledging possible brownouts).
- **Phase 2:** Reduce the frequency of brownouts (which will increase due to cap on overtime monies).
- **Phase 3:** Repeat the process.

OUTCOMES & INITIATIVES

Outcomes What do we want to achieve?	2022 Results Where are we today	Funded Impacts Where can we go	Desired Impacts Where do we WANT to go	Strategic Initiatives How we will do it
1. Total Response Time* (Cochran)	6.5 mins	6.5 mins	6 mins	<ul style="list-style-type: none"> • Deployment Response Map: Create geographic targeting for truck, apparatus, and staffing deployment. (Tray) • Staffing Opportunities: Apply for all opportunities to increase staffing (including the current application for 15 positions funded by SAFER). (Aaron)
2. High-Hazard Occupancy Inspections (Permitted)	<p>% Permitted (Special Events)</p> <p>13 fire inspectors and 2 captains</p>	<p>% Permitted (Special Events)</p> <p>14 fire inspectors and 2 captains</p>	<p>75% Permitted inspections</p> <p>17 fire inspectors and 3 captains</p>	<ul style="list-style-type: none"> • Inspectable Properties Master: Work with the City of Reno Building Department, the Planning Department, the County Tax Appraiser, the Finance Department, and other local officials to create a master file of inspectable properties within the City of Reno. • Tourism Events: Create measures to address additional need during major tourism events like Street Vibrations and Hot August Nights. • New Development Fire Infrastructure: Work with new housing developments to address issues around proper fire infrastructure, including new City of Reno coding to ensure that automatic fire sprinklers are installed in all new residential home construction. • Fire Inspection Program: Create a program that promotes responder familiarization, code enforcement, and fire prevention efforts for fire inspection.
3. Moderate-Hazard Occupancy Inspections (Non-permitted) (Tray)	% Non-permitted inspections	% Non-permitted inspections	20% Non-permitted inspections	<ul style="list-style-type: none"> • PUD Enforcement: Work with developments to oversee PUD compliance.
4. Community Education & Engagement (Cochran)	Current levels of outreach	Current levels of outreach	<p>Spotlighting outreach and educational activities</p> <p>PIO/dedicated communications person</p>	<ul style="list-style-type: none"> • Event Promotion & Tracking: Create mechanisms to promote and track events with the City Communications Department, tracking tools (possible incident report codes for outreach), a stronger social media presence, and Fire RMS data. • Community Awareness: Publish an explanation of RFD's response model and create social media and PIO information to the community about how RFD is essential to them.

*response time identified as turnout time plus travel time

STRATEGIC GOAL #2

OPTIMIZE THE RIGHT RESOURCE TO THE RIGHT CALL AT THE RIGHT TIME

Ensure operational excellence for superior and equitable service delivery by directing resources more efficiently and developing and expanding programs.

Strategic Goal #2

02 OPTIMIZE THE RIGHT RESOURCE TO THE RIGHT CALL AT THE RIGHT TIME.

Ensure operational excellence for superior and equitable service delivery by directing resources more efficiently and developing and expanding programs.

WHAT SUCCESS WILL LOOK LIKE

- Non-emergent calls fully rerouted through EMD.
- Sustainable expansion of the Single Role Paramedic Program strategically placed throughout the city.
- Creation of a sustainable Wildland Interface Program.

OUR WHY

To efficiently route valuable resources to where they are most needed.

BACKGROUND & RATIONALE

Calls to the RFD include emergencies for fire and medical as well as other emergencies (such as hazardous materials incidents and technical rescues) and non-emergency type calls (such as debris on the highway).

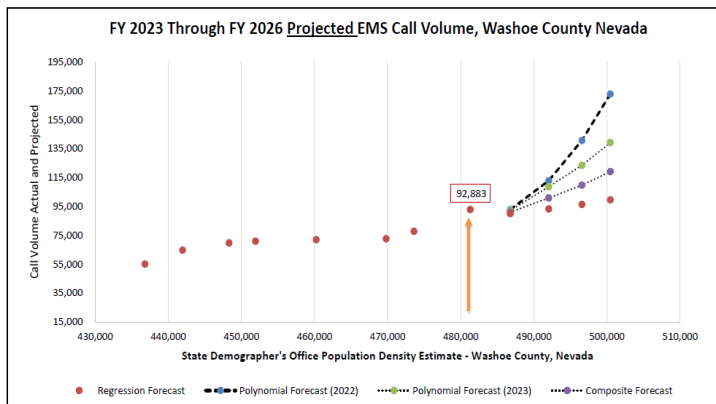
2022 Calls for Service to the Reno Fire Department

Call Type	Percentage of Call	Number of Calls
Total Calls	100%	49,604
Medical	63%	31,251
Good Intent	24%	11,905
Other	10%	4,960
Fire	3%	1,488

Emergency medical calls have grown substantially in the last decade. The Washoe County Health District reports that the population in 2023 is 492,041 for Washoe County and is expected to raise to 510,261 over the next five years with a projected year-over-year increase in population average of 0.08%.

In 2021-2022, with a county population of 481,303, the Emergency Medical Dispatch REMSA dispatch call volume was 91,598. This is up from 55,098 medial calls from 2014-2015 (+66%) from a population increase of only 436,797 (+10%). The trend is expected to continue in the coming years.

RFD leadership estimates the use of EMD will reduce call volume by at least 10% annually. See the Appendix for more information.



To keep up with the increase of medical emergencies, RFD has begun growing its Single Role Paramedic Program, hiring six paramedics in 2022. At current, they are just beginning an Emergency Medical Dispatch program to direct medical calls to the Single Role Paramedics and fire calls to firefighters.

As medical calls far outweigh fire-related calls, additional efforts are being placed to help with coverage for rigs with a higher volume of calls. Adding Single Role Paramedics will lessen the load on manpower and equipment. Sustainably, each apparatus should be answering around 3,000 calls or fewer each year. As the below chart shows, some respond to well over 3,000

calls yearly.

In addition, the wildland-urban interface has growing incidents of fire. As of now, RFD assists with other wildfires but has no dedicated, stand-alone wildland program of its own. Creating a sustainable program would help towards community wildfire mitigation efforts.

Top 10 Apparatus Response to Calls in 2022

Apparatus	Response to Calls
Engine 1	6933
Squad 1	6191
Engine 3	5651
Engine 2	4445
Engine 21	4291
Engine 4	4100
Engine 6	3506
Engine 12	3318
Truck 1	3194
Engine 8	3061

STRATEGIC MOVES

Full Use of Emergency Medical Dispatch (EMD).

Fully using the EMD system would allow for RFD calls to appropriately route medical and fire-related emergency calls, creating more efficiency within the 911 system itself. Additionally, this would prolong the life of apparatus, reduce work on employees, and reduce response times overall.

Single Role Paramedics Program

With the growth of the Single Paramedics Program, RFD will have more capacity to direct medical emergency calls to Emergency Medical Service staff directly, while reserving fire-related calls for Emergency Fire Services. As the first of its kind within RFD, growing this program will continue to answer the high volume of medical emergency response while allocating all-risk trained professionals to better utilize time and resources.

New fuels mitigation effort to suppress and prevent wildfires within City limits.

Currently, RFD does not operate a wildland fire and fuels mitigation program. The addition of this program would allow the RFD to service fire emergency response in urban-wildland landscapes in the City of Reno. It would also allow for the ability to participate in programs for wildland fuels mitigation funded by the federal government and NV Energy.

OUTCOMES & INITIATIVES

Outcomes	2022 Results	Funded Impacts	Desired Impacts	Strategic Initiatives
What do we want to achieve?	Where are we today	Where can we go	Where do we WANT to go	How we will do it
1. Appropriate Daily Capacity Per Rig Per Day (McNamara)	More than 10 rigs respond to more than 3,000 calls per year	Mitigate call volume for 1 or more apparatus *add single role medic rig to a strategic location	All apparatus are right-sized	<ul style="list-style-type: none"> Call Volume Per Apparatus: Redirect calls sent to apparatus to average no more than 9 calls per rig per day. Auto Vehicle Locator: Equip Dispatch with the resources to enable use of the Auto Vehicle Locator system to send the closest and appropriate rig to the call. Single Role Paramedics on Rigs: Add single role medic rig to a strategic location to assist in distribution of calls.
2. Proactive Fuels Mitigation (McNamara)	No program	Program Created 1 Coordinator Start with crew of 5	Program Created Move up to crew of 20	<ul style="list-style-type: none"> Wildlands and Vegetation Manager: Create a sustainably funded position for wildlands fire management that coordinates with local agencies.
3. Appropriate Emergency Medical Service Response (Cindy)	0% Emergency Medical Dispatch (just started) 6 paramedics	10% Emergency Medical Dispatch (just started) 15 paramedics	100% Emergency Medical Dispatch 30 paramedics	<ul style="list-style-type: none"> Single Role Paramedic Program: Expand the single role paramedics program with a focus on staffing areas with underserved populations such as at Stations 9 and 10 and to closest appropriate rig response units spread evenly through the city. In-house EMS Training: Expand current in-house Emergency Medical Service training for staff. Medical Calls System: Create a system to redirect lower-acuity Emergency Medical Service calls to the most appropriate service levels through the utilization of EMD. Continued Collaboration with REMSA: Continue regional efforts to work with REMSA to coordinate responses to medical emergencies. EMS Reporting Systems: Create an Emergency Medical Service performance reporting system (based on comparisons made in the clinical and EMS operational database).

Outcomes What do we want to achieve?	2022 Results Where are we today	Funded Impacts Where can we go	Desired Impacts Where do we WANT to go	Strategic Initiatives How we will do it
4. Rerouted Good Intent Calls (Cindy)	EMD and EFD decision tree process for resource allocation			<ul style="list-style-type: none"> Other Non-Emergency Calls: Create a system to filter non-emergency calls to determine the appropriate agency the call should be directed toward.
5. Data-driven Decision Making (Aaron)	Multiple data systems that are too customized and complicated	<p>Standardized and easy to use databases</p> <p>Utilize current resources for high risk analysis</p>	Data analyst position	<ul style="list-style-type: none"> Data Management Reporting System: Consolidate data systems and create a streamlined data management system moved to fewer modernized data-management platforms. Data-centric Analysis: Perform data analysis to identify high risk areas.

STRATEGIC GOAL #3

MODERNIZE AND EXPAND INFRASTRUCTURE

Replace, expand, modernize, and renovate stations, vehicles, and equipment based on priorities and funding

Strategic Goal #3

03 MODERNIZE AND EXPAND INFRASTRUCTURE.

Replace, expand, modernize, and renovate stations, vehicles, and equipment based on priorities and funding.

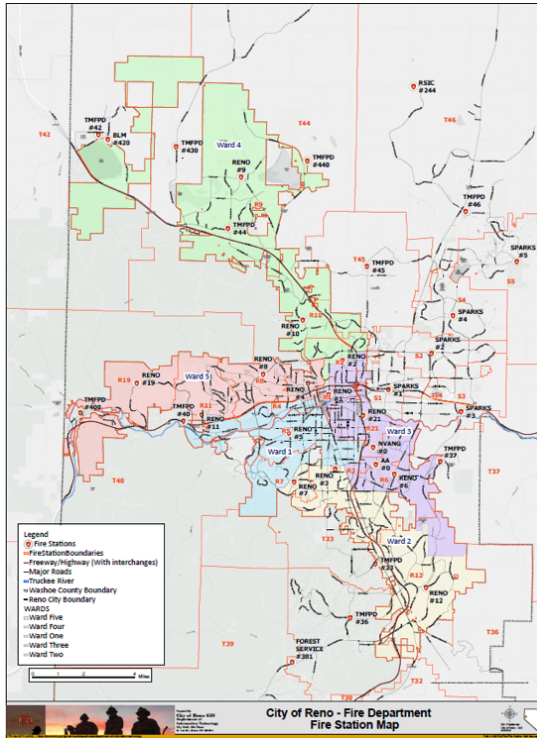
WHAT SUCCESS WILL LOOK LIKE

- State of the art equipment to fully meet growing community demands and regional fire stations fully operational in new areas of growth.
- A fully operational downtown headquarters station and an increase in staffed fleet throughout the city.
- Expansion of station quarters to accommodate Single Role Paramedics.

OUR WHY

To equitably meet city expansion-related demands for service.

BACKGROUND & RATIONALE



RFD operates 14 stations throughout the City of Reno. Initial funding for planning and design was recently approved for a new central fire station located in downtown Reno (with 3 stories, 65,000 square feet, 6 fire engine bays, and 2 ambulance bays) to serve the busiest part of the city. RFD currently operates 2 ladder trucks, 14 fire engines, 1 ambulance, and 1 squad fully staffed. In 2001, RFD operated 4 ladder trucks (for less than half the current population). In 2022, standardized power tools and training were placed on all RFD apparatus with the addition of Advanced Life Support equipment placed in 2023. This equipment is a vital part of RFD's emergency operations.

Station 12, covering 11.85 square miles in South Reno, is the fastest-growing region in the city and occupies nearly 11% of RFD's total jurisdiction. From 2018 to 2022, the call volume in District 12 increased from 2,231 to 3,389 calls (almost 10 per day), a nearly 52% increase. Primarily due to new housing developments, the region's population grew by 20% from 37,897 in 2010-2014 to 46,659 in 2017-2022.

Top 5 Busiest Stations by Calls in 2022

Station	Number of Calls	Dept. Volume
Station 1	11,092	22.4%
Station 3	7,215	14.5%
Station 2	4,176	8.4%
Station 21	3,846	7.8%
Station 4	3,493	7%

The current CIP budget includes \$200,000 allocated annually for facility maintenance. In addition, RFD is expected to receive \$2.596 million in each of the next 3-5 years for apparatus replacement.



STRATEGIC MOVES

Structured preventative measures to maintain stations, fleet, and equipment.

Currently, upkeep of stations, fleet, and equipment happens as necessary. A more proactive approach to scheduled preventative upkeep would allow for a better lifespan of current equipment and create less costly repairs as issues would be addressed prior to a severity of disrepair.

Increased coverage in South Reno.

Adding an engine to South Reno would help with the growing demand in emergency response services correlating to sharp growth in the area.



OUTCOMES & INITIATIVES

Outcomes What do we want to achieve?	2022 Results Where are we today	Funded Impacts Where can we go	Desired Impacts Where do we WANT to go	Strategic Initiatives How we will do it
1. Expanded Reach Across Coverage Area (McNamara)	Overutilization of existing capacity 2 ladder trucks staffed 14 fire engines staffed 1 ambulance staffed 14 stations 1 squad staffed	Improved response capacity 3 ladder trucks staffed 14 fire engines staffed 2 ambulances staffed 14 stations 1 squad staffed	Expand response capacity to full department coverage 4 ladder trucks staffed 17 fire engines staffed 4 ambulances staffed 17 stations 2 squads staffed	<ul style="list-style-type: none"> Station Capacity Triggers: Create decision-making triggers to build, expand, replace, or modernize stations. New Central Station: Continue to work towards building the downtown headquarters including providing adequate trucks, apparatuses, staffing levels, and equipment. Station #12 Needs for Expansion: Explore the opportunities for expansion of Station #12 based on data. Station Rooms for Single Role Paramedics: Create extra rooms for Single Role Paramedics within stations so they are not working from one station while sleeping at another while on shift.
2. Modern Equipment (Aaron)	CIP funding is playing catchup to include station remodels, modernization and expansion	CIP possibilities for funding is systemized and approvals are proactive		<ul style="list-style-type: none"> CIP Budget: Explore opportunities within the CIP budget working with Public Works, Finance, and Budget Departments for additional station and apparatus expansion funding (Aaron) Preventative Maintenance: Create an executable preventative maintenance program to prevent the degradation of stations and equipment. (Voskamp)
3. Modernize Personal Protective Equipment (Voskamp)	2 sets of PPE for each firefighters	Maintain 2 sets each	Pursue more/different opportunities to improve PPE	<ul style="list-style-type: none"> Personal Safety Equipment: Create standards for the routine replacement of personal safety equipment in addition to an as-needed basis.

STRATEGIC GOAL #4

PROMOTE REGIONAL COLLABORATION.

Improve inter-agency cooperation & coordination of emergency and non-emergency services.



Strategic Goal #4

04 PROMOTE REGIONAL COLLABORATION.

Improve inter-agency cooperation & coordination of emergency and non-emergency services.

WHAT SUCCESS WILL LOOK LIKE

- A collaborative effort in regionalization of services starting with a centralized Dispatch for first responders.
- Lower priority calls rerouted to another collaborative agency to reduce the amount of non-fire related calls currently routed to the RFD.
- An overall lower emergency response time for the community.

OUR WHY

To provide the highest level of service to our community regardless of jurisdictional borders.

BACKGROUND & RATIONALE

Currently, 4 fire response agencies and 1 medical-only response agency serve the Reno-Sparks region including:

- City of Reno Fire Department
- Truckee Meadows Fire Protection District
- Sparks Fire Department
- Reno - Tahoe International Airport Fire Department
- REMSA (medical only)

The following agencies work within an uncoordinated fashion that leads to disjointed emergency response, often sending similar emergency response units to the same emergency situation. In addition, emergency calls are processed in a linear fashion with the possibility of multiple transfers.



The Reno-Tahoe International Airport Fire Department currently operates on its own system of fire protection. Because the Airport's property falls within the City of Reno's jurisdiction, RFD also responds to emergency calls and conducts fire inspections on the property.

These issues are political and difficult to maneuver, although current steps are being made to coordinate efforts including a new computer-aided dispatch system that will allow 90 programs to interact (approximately 27 months out from implementation).

STRATEGIC MOVES

Regional collaborative efforts to streamline emergency services.

A next step in regionalization efforts would include creating response policies, procedures, and cooperative aid agreements to match the new dispatch system. The ideal regional system would centralize services such as Dispatch and not rely on technological patches or processes that attempt to link disparate systems. This would reduce resource use from individual agencies and stress on first responders. The process is very politicized as it includes various government and private organizations. Decisions such as funding sources and ownership have complicated the process.

Resource sharing with Reno – Reno Tahoe International Airport Fire Department.

Incorporating the Airport's Fire Department within RFD could lead to a better use of resources. Currently, RFD responds to emergency calls at the Stead Airport location and the airport reimburses RFD for calls on the property. The RFD also provides fire inspection services, for a fee, at the Reno-Tahoe Airport. Next steps could include exploring both jurisdiction and funding issues among the two departments.

OUTCOMES & INITIATIVES

Outcomes What do we want to achieve?	2022 Results Where are we today	Funded Impacts Where can we go	Desired Impacts Where do we WANT to go	Strategic Initiatives How we will do it
<p>1. Shared communication & training (McNamara)</p>	<p>Uncoordinated response between agencies</p>	<p>Coordinated efforts with Sparks Fire Department, Truckee Meadows Fire Protection District, City of Reno Fire Department, and REMSA</p>	<p>Timely coordinated response</p>	<ul style="list-style-type: none"> • Reno-Tahoe International Airport Fire Department: Increase training and collaboration with the airport fire department. • Co-Training: Train with regional teams such as the Water Entry Team, Urban Search and Rescue/Technical Rescue, and Hazmat.
<p>2. Consolidated Dispatch (Cochran)</p>	<p>Three separate dispatch centers</p>	<p>Consolidation with one or more regional partners</p>	<p>A centralized Dispatch System that allows users to get all important information from fewer sources without the need for information transfers or technological patches</p>	<ul style="list-style-type: none"> • Regional Policies and Procedures: Coordinate shared dispatch resources, policies, training, and procedures to integrate the new computer-aided dispatch system that is scheduled to go live 27 months from now.



STRATEGIC GOAL #5

FOCUS ON

STAFF

WELLNESS,

TRAINING &

DEVELOPMENT.

Provide staff with the ability to maintain good health and well-being, skill training, and professional/leadership development.



Strategic Goal #5

05 FOCUS ON STAFF WELLNESS, TRAINING & DEVELOPMENT.

Provide staff with the ability to maintain good health and well-being, skill training, and professional/leadership development.

WHAT WILL SUCCESS LOOK LIKE:

The next generation of leadership fully on track, with successors identified, formalized/nationally delivered trainings, and innovative recruitment strategies.

Expanded emphasis on the prevention of physical and mental issues experienced by those in emergency response to create healthy firefighters.

OUR WHY

To create a healthy and highly trained workforce to best serve themselves and our community.

BACKGROUND & RATIONALE

As perceptions around the profession of firefighting have changed, recruitment numbers have dramatically shifted.

- Today, the academy receives 150-250 candidates on average to fill 20-26 spots compared to several thousand candidates per academy to fill 20-26 spots 10-20 years ago with only 245 applicants for the Fire Academy in Dec. 22.

Building leadership and skill development training plays a role to the continued success of the RFD, including succession planning and the passing on of institutional knowledge.



- In 2022, RFD held 300 firefighter training sessions and extended in-house medical training. 13 key staff members attended the emergency management institute.
- 15-30 senior leadership staff will be retiring within the next 3-5 years.
- 55 internal promotions over the last 3 years department wide.

According to the Firefighters Support Alliance, the top 5 health risks experienced by those in the firefighter profession include heart disease, cancer, alcohol abuse, PTSD/mental health, and hearing loss. According to a 2021 report by the Centers for Disease Control, EMS professionals are 1.39 times more likely to die by suicide than other people.

- RFD has utilized its Advanced Cancer Testing and Screening Program successfully into its second year as well as maintaining a behavioral health professional.

STRATEGIC MOVES

A culture of wellness shifts stigmas around screenings and mental health.

By inspiring RFD employees to participate in preventative health screenings and wellness programs, RFD can create a higher quality of life for its employees and create a culture of wellness for the department overall. This includes a different encultured approach to preventative care both for physical and mental health within the emergency response field.

New strategies for recruitment.

By shifting the way recruitment is strategized, RFD has the opportunity to reach a greater audience of potential high-quality candidates. This includes the possibility of changing testing protocols for recruits, including exploring financial assistance for tests at a certain level of the interview process.



OUTCOMES & INITIATIVES

Outcomes What do we want to achieve?	2022 Results Where are we today	Funded Impacts Where can we go	Desired Impacts Where do we WANT to go	Strategic Initiatives How we will do it
<p>1. Employee Well-Being (Mental and Physical) (Ancho)</p>	<p>171 cancer screenings 67% utilization and mental health clinician on retainer</p>	<p>Increase participation and expand percentage of employees who utilize cancer screening and increased utilization of behavioral health resources</p>	<p>Expand to new cancer, cardiac, and pulmonary screening tests for early detection and more use of behavioral health resources</p>	<ul style="list-style-type: none"> • Health Screenings: Expand efforts toward preventative health measures that impact fire employees like cancer screenings and heart attacks. • Wellness Programs: Create additional wellness programs, best practices for physical fitness standards, and explore the possibilities of a coordinator role for physical and mental health. • Behavioral Health: Create behavioral health awareness training to increase the utilization of resources for prevention and treatment. • Preventative Policies: Add post-fire policies to gross decon which can create 30-40% decrease in exposure to carcinogens • SCBA Policies: Develop new policies on wearing self-contained breathing apparatus for operators and captains.
<p>2. Leadership Development (Jensen)</p>	<p>Path for advancement through becoming an operator FEO Academy and Acting Captain academy</p>	<p>Expand paths for Captain Create a Battalion Chief Academy</p>	<p>Enhance the training academies for all ranks</p>	<ul style="list-style-type: none"> • Succession Planning: Create a succession plan for the retirement of senior leadership who will be leaving in the next 3-5 years. • Leadership Development and Promotion: Create training programs that prepare firefighters for the challenging transition from boots on the ground to leadership roles and develop promotional processes. • Alternative Pathway to Captain: Explore new possibilities to promote to Captain different than the current process. • Expand Training, Certification and Education Requirements: Explore expansion of training requirements, certifications, and education prerequisites for the Fire Equipment Operator, Captain, and Battalion Chief promotional processes. • Governance Policies: Refresh and streamline department policies and procedures and train staff on their implementation. • Battalion Chief Academy: Create a Battalion Chief Academy.

Outcomes	2022 Results	Funded Impacts	Desired Impacts	Strategic Initiatives
What do we want to achieve?	Where are we today	Where can we go	Where do we WANT to go	How we will do it
3. Strategic Recruitment (Cochran)	245 academy applicants in Dec. 2022	Increase the number of qualified and diverse recruits	Work collaboratively between RFD, Civil Service, comms, and HR	<ul style="list-style-type: none"> • Change Perception of Career Field: Work with marketing and public awareness campaigns to create a new perception of career firefighting. • CPAT Testing: Explore making CPAT testing easier for recruits including possibly establishing a CPAT testing center in Reno. • Strategic Recruitment Messaging: Create a strategic messaging campaign to recruit more high-quality applicants.

IMPLEMENTATION & GOVERNANCE

The FY24-26 RFD Strategic Plan establishes a blueprint for the envisioned future and roadmap to get there. As with all good plans, the process of execution, learning and adapting is as important as the plan itself. This section highlights the implementation model guiding the plan's execution and adaptation.

The model RFD is using to implement this strategic plan is structured to both directly cascade to staff work plans and action plans within divisions. To accomplish both of those purposes, the guidelines are below:

Roles/Responsibilities: The strategic plan is intended to engage the entire organization, as much as is practical, with the specific roles to manage implementation:

- **Strategy Leader (Process Owner):** Chief Cochran – responsible for leading the implementation process.
- **Outcome Champions:** responsible for leading the execution of outcomes with the direction from and in collaboration with other staff and City Departments.

Annual Action Plan: RFD has developed an Annual Action Plan with detailed action items articulating key results/deliverables, per outcome for the current planning year. Each initiative is assigned to a champion who is responsible for leading and tracking the progress of the item, along with any supporting actions. Key Performance Indicators are also assigned accordingly to ensure quantitative data is updated with consistency and remains current.

Governance and Quarterly Execution Cycle: Managing the implementation of a strategic plan is a management process that is ideally integrated with the existing processes and meeting structures.

- **Quarterly Performance** – Outcome Champions will govern and manage performance 1) Leading monthly or quarterly check-in meetings where the basis of the meeting is progress against initiatives, and 2) Report on performance quarterly.
- **Annual Progress Reports** – The Strategy Leader will provide key highlights by goal at City Leadership Team meetings and provide a summary of progress to be shared with electeds and partners.
- **Changing and Refreshing the Plan** – Minor changes to the plan can be made quarterly, with major changes during an annual refresh. The annual component of the strategic plan is refreshed on an annual basis to ensure successful execution of the strategic plan and progress towards our long-term vision.

IMPLEMENTATION MODEL

Strategic Plan			
	Plan Level	Responsible	Time Horizon
Where	Strategic Goals	RFD Leadership Team	3 years
What	Outcomes	Assigned Chiefs	3 Years
How	Initiatives	Directors??	1-3 years
Annual Action Plan			
By When	Milestones	Directors	1 Year
Who	Quarterly Action Items	Individuals	1 year



APPENDIX



SWOT

Strengths

- High quality service
- Good people and collaborative culture
- City support
- Embraces technology
- Support for employee well-being
- Strong Arson Investigations Unit
- Expansion of Advanced Life Support (ALS) services and increased staffing levels
- Expansion of the single role paramedics program
- Two academies a year with 200-300 eligible candidates
- Dedicated group of people who want to be employees with the RFD
- Improvement in communication between the Union and RFD

Opportunities

- Regionalization efforts
- GEMT funding sources for EMS
- NV Energy funding for wildfire prevention and suppression
- New technologies in the industry including data management and analysis programs
- Additional program development (such as the single-role paramedic program)
- Working with developers to ensure fire safety protocol (and as a possible funding source)
- Growing Medicaid reimbursement programs for emergency responders
- Leverage development to pay for infrastructure needs (e.g., stations)
- MOST or CAHOOTS outreach team for non-911
- Improved recruitment process
- Use Auto Vehicle Locator to Dispatch

Weaknesses

- Extremely understaffed for high call volume
- Relatively flatlined budget for 15 years
- Losing senior leadership in the next 3-5 years
- Outdated data management systems and platforms
- Outdated policies, some over 20 years old
- Need more apparatus, stations, and equipment
- Takes a long time to implement changes
- Lack of Wildland Fire Coordinator
- Challenges with hiring & retention
- Shrinking eligible candidate pool for recruits
- Lack of firefighters, prevention, and admin staff
- Underutilization of existing resources to mitigate call volume (e.g., Emergency Medical Dispatch)
- 8-year hiring freeze (years?)

Threats

- Extreme wildfires
- Growing population to the area
- Funding issues
- Less desired career field
- Fewer eligible recruits applying for the fire academies
- The process of regionalization is politicized
- Growing hazards and disasters in the area (earthquakes, issues concerning the homeless population, hazardous materials, active shooters, etc.)
- Growing volume of medical emergency calls
- Community perceptions of the full scope and role of firefighters
- Regional congestion creating constrained traffic and movement around the valley to respond to emergencies
- Traffic and pop density increases slowing response time with no new infrastructure

DATA & INPUT SOURCES

Included in this document is data collected through the following sources:

- Reno Fire Department Leadership Insight Interviews
- City Leadership Insight Interviews
- Firefighter Union Leadership Insight Interviews
- Fire Organizational Data provided by Aaron Wike
- Calendar Year January 1, 2022 – December 31, 2022, Fire Inspections Report
- NFPA 1710
- FY23 Adopted Budget
- NFPA US Fire Department Profile 2020 (Published Sept. 22)
- CPSM Operational and Administrative Analysis – Recommendations
- Firefighters Support Alliance. May 16, 2019. 5 Long-term Health Risks for Firefighters in Firefighter Health Series <https://firefightersupportalliance.com/5-common-long-term-health-concerns-of-being-a-firefighter/>
- Nevada Legislature. 2020. Wildland Fires in Nevada: An Overview. <https://www.leg.state.nv.us/Division/Research/Documents/Wildfires-in-Nevada-2020-FINAL.pdf>

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