

Revised 1/08/2024

STRATEGIC PLAN

2022-2026



Boulder City Fire Department

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Executive Summary

The Boulder City Fire Department established its first community-driven strategic plan at the beginning of 2022. This process is designed to engage internal stakeholders (fire department staff) and external stakeholders (city staff and community leaders) in the development of the document. The goal is intended to guide the fire department forward while meeting the expectations of those it serves. To accomplish this, a process was developed to reach every member of the fire department and leaders of the various businesses and/or organizations throughout Boulder City that the fire department engages with. The process included a series of surveys, meetings of stakeholders, accreditation team meetings, and detailed data analysis. The result was a document that includes overarching department goals and objectives and program appraisal goals.

Special thanks are extended to each member of the fire department and the community that worked with the department to develop this strategic plan. It is the goal of the fire department to continue to engage the individuals that were involved in the process throughout the life of the plan to include annual updates in January.

As with all guiding documents for the fire department, the strategic plan will be submitted to the city manager and the city council for their review.

Will Gray, Fire Chief

Mission, Vision, and Core Values

Mission Statement

It is the mission of the Boulder City Fire Department to provide the highest-level public safety services for our community. We protect lives and property through fire suppression, advanced life support (ALS) emergency medical transport, hazardous materials, technical rescue, disaster management, community service, and community risk reduction. It is our number one priority to provide the best emergency services to all Boulder City residents and visitors.

Vision Statement

To become an Internationally Accredited fire department while providing the highest level of emergency response to our citizens, neighbors, and guests of Boulder City. We pride ourselves on being a progressive, community focused fire department that will meet the ever-changing needs of our community while ensuring a safe and secure environment for all members through professional development, unity, and teamwork.

Statement of Core Values

We, the members of the Boulder City Fire Department are committed to the RAPID-C values in our interactions with coworkers and customers:

- R **Respect** – For each other, our department, our customers, our city officials, and the citizens/visitors of Boulder City
- A **Accountability** – Professionally, personally and fiscally responsible for our actions
- P **Professionalism** – In application, appearance, attitude, and standards
- I **Integrity** – Demonstrate honesty and fairness
- D **Diversity** – Be open minded and responsive to the uniqueness of our community without regard to age, gender, religion, or ethnic origin
- C **Compassion** – Demonstrate kindness and empathy

Department Overview

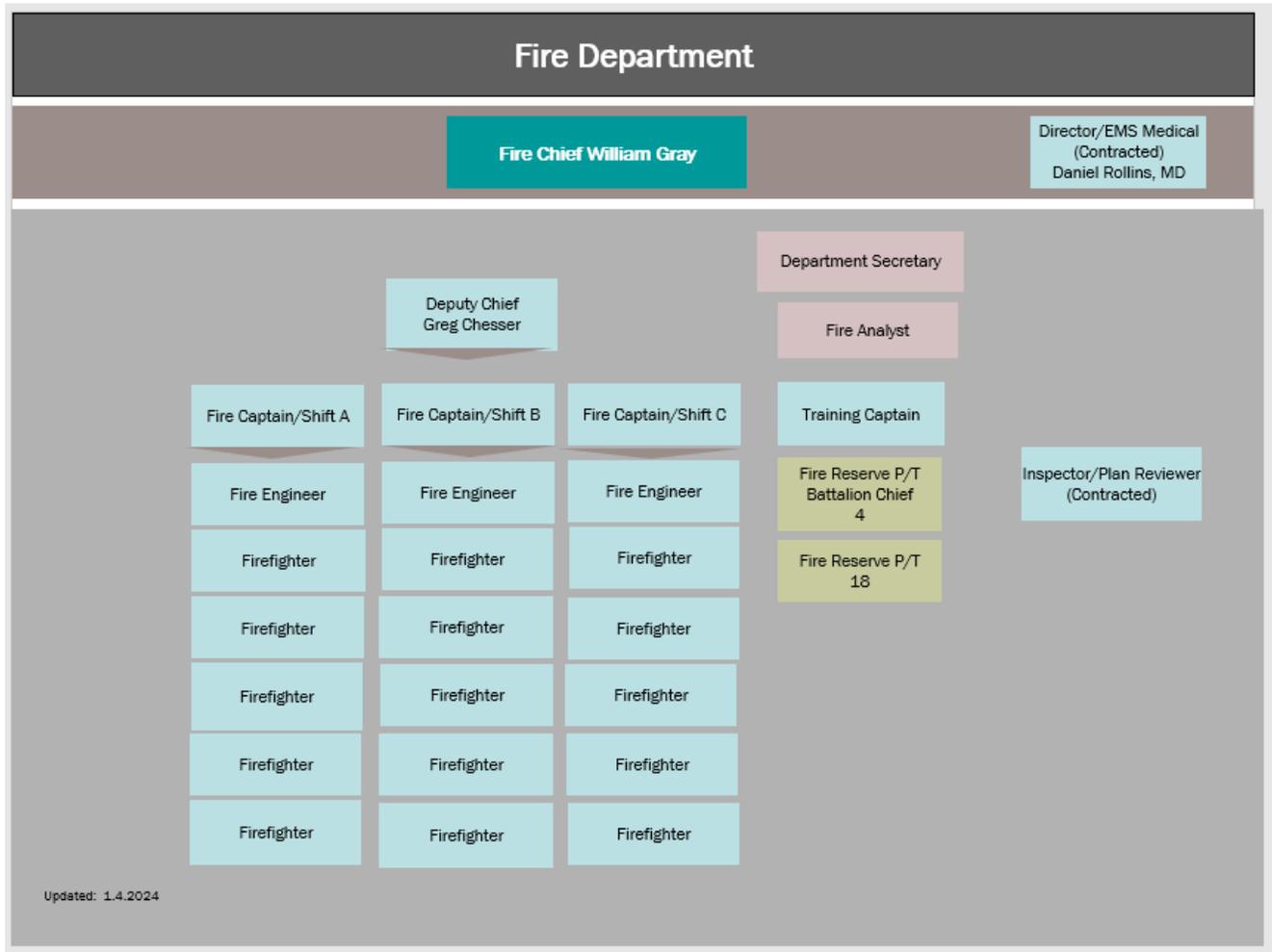
The Boulder City Fire Department is an all-hazard department providing protection to the 212 square miles within the City of Boulder City boundaries. This includes fire suppression, emergency medical services, hazardous materials, and technical rescue responses. The department also provides community risk reduction efforts that include plan reviews, annual business fire inspections, public education, and fire investigations.

The department currently staffs a single fire station with a minimum daily staffing of seven personnel working a 48-hour on/96-hour off work schedule. This requires three separate shifts. The department responds with one paramedic fire engine staffed with three personnel and two paramedic rescues (ambulances) staffed with two personnel each. Additional apparatus and units are available as cross-staffed vehicles for specific response types. Additional support comes from a cadre of reserve firefighters (part-time), reserve battalion chiefs, administrative support, and chief officers. Finally, the Henderson Fire Department serves as a critical mutual aid partner, especially for structure fires and high-risk responses due to our limited staffing.



The department averages over 2,650 calls for service annually divided into approximately 75% emergency medical services and 25% for fire suppression, technical rescue, hazardous materials, and others calls for service.

Organizational Chart



Current Mutual Aid Agreements

The Boulder City Fire Department has the following mutual aid agreements in place:

- I. City of Henderson Fire Department
- II. Clark County Fire Department
- III. US Department of Interior - Bureau of Land Management – Southern Nevada District
- IV. US Department of Interior – National Park Service – Lake Mead National Recreation Area
- V. Clark County Multi-Jurisdictional Mass Casualty Incident Plan (MCIP)
- VI. U.S. Air Force – Nellis Air Force Base

Current Interlocal Agreements

- I. State of Nevada – Division of Forestry



The Process

The fire department designed a process to engage all members of the fire department, members of other city departments, businesses and organizations through Boulder City, and our mutual aid partners. This process involved identifying the internal and external stakeholders, developing internal stakeholder surveys, facilitating the internal stakeholder meeting, developing external stakeholder pre-meeting and exit surveys, facilitating an external stakeholder meeting, developing formal goals and objectives, formalizing the document, developing a goals and objective tracker to ensure it is completed, and following up with all the stakeholders. The completed strategic plan was provided to the city council, city manager, all participants of the process, and was added to the fire department website for the public to review.



Internal Stakeholder Process

The fire department worked to engage every member of the fire department for this process. Due to the relatively small size of the department, and the engagement of the membership, nearly every member completed the six, thirty plus question surveys. There was also a good turnout for the internal stakeholder meeting to include the leadership of IAFF Local # 5073.

Internal Stakeholder Meeting Participants

Will Gray – Fire Chief

Sarah Mitre – Fire Analyst

Nigel Walton – Captain (Admin/Training)

Breen Lowman – Reserve Battalion Chief

Joshua Barrone – Firefighter/Paramedic

Jim Vivone – Captain/Paramedic

Alex Zoukas – Firefighter/Paramedic

Mike Gabiola – Engineer/Paramedic

Kurt Thien – Firefighter/AEMT

Ryan Bodily – Firefighter/Paramedic

Dan Schuster – Firefighter/Paramedic

Nick Giles – Firefighter/Paramedic (Local #5073 President)

Jimmy Whitworth – Firefighter/Paramedic (Local #5073 Secretary)

Greg Chesser – Deputy Chief/Accreditation Manager

Jennifer Rodgers – Department Secretary

Chris Vaughn - Reserve Battalion Chief

Steve Walton – Reserve Battalion Chief

Carl Ford – Firefighter/AEMT

Ryan Spradling – Firefighter/Paramedic

Elijah Hubbard – Reserve Firefighter/AEMT

Michael Kelley-Coplin – Reserve Firefighter/AEMT

Harold Hadley – Firefighter/Paramedic

JC Clift – Engineer/Paramedic



Internal Surveys

The department used six surveys that were sent to all members of the fire department including both civilian staff members, all career firefighters, and the reserve firefighters. The six surveys were used to understand the perception of each member regarding critical functions within the department and included:

1. Equipment and Personal Protective Equipment
2. Professional Development
3. Response Effectiveness
4. Safety, Health, and Wellness
5. Training Effectiveness
6. Overall Satisfaction

Members were asked to complete the surveys in the weeks leading up to the internal stakeholder meeting. The majority of the fire department members completed these surveys and provided well-rounded responses to the various questions. Overall, the majority demonstrated that they were satisfied or very satisfied with the direction of the department. They did include many suggestions on items that could be improved to increase efficiency or satisfaction during the work shifts.

Each of the surveys was reviewed and a list was made of the overarching ideas and suggestions from them. This resulted in a list including:

1. A modification of how the rescue units respond to calls for a better division of labor.
2. Flexibility in how ISO hours are assigned and or tracked.
3. Improvements to the emergency medical services (EMS) record management system
4. Improved hiring/training practices for the reserve firefighter program
5. Evaluation of the extra duties assigned to members.
6. Improved communications

Internal Stakeholder Meeting

The information from the surveys was presented at the beginning of the internal stakeholder meeting. This process allowed all internal stakeholders to see the various, anonymous results. It allowed for further discussion and eventual goal idea development.

At the completion of the internal stakeholder survey review, the department completed a SWOT analysis with everyone present.

Internal Stakeholder SWOT Analysis

The SWOT analysis for this group was a staff-led, brainstorming process with all the internal stakeholders in attendance. The group worked back and forth between the strengths, weaknesses, opportunities, and threats until the list was completed. This involved good dialogue and discussions on steps that were already underway to address certain issues identified in the earlier surveys. Below are the main ideas that were discovered during the process.

Strengths

- EMS Response
- Existing Resources/New Equipment
- Good Teamwork
- General Willingness to Change
- Mutual Aid – Henderson Fire
- Retention of Fulltime Personnel
- Data Driven/Accreditation
- Strong Community Support

Weaknesses

- Limited Daily Staffing
- Internal Communication
- Instructor Development
- Some Individuals Resist Change
- Accountability
- Current Record Management System – ePCR
- Station Alerting System
- EMS Mentorship - Reserves

Opportunities

- Training That Aligns with Community Risks
- More Personnel Involved in Program Oversight
- Grants/External Funding Sources
- Interoperability with Henderson Fire Department
- Improved Acting Programs
- Mentor/Mentee Training

Threats

- Turnover – Reserve Firefighters
- Fire Dispatch Limitations
- Burnout
- Few Firefighters Stretched Too Thin
- Vehicle Maintenance
- City Funding
- Accountability

Internal Stakeholder Goal Idea Development

At the completion of the SWOT analysis, the group was led through an exercise to develop the top goal ideas that came from the discussion during the meeting. The following ideas were put forth to be developed into formal goals with SMART objectives.

1. Mentorship Development
2. Professional Development Program to Match Position Expectation
3. Improve Communication at All Levels

4. Better Integration of Reserve Firefighters
5. Time Management Skill Development
6. Build Station 122
7. Increase Fire Department Staffing to Meet Community Needs

External Stakeholder Process

The second portion of the strategic plan development involved the external stakeholders. This included members of the city council, the city manager, department directors, and community leaders.

External Stakeholder Meeting Participants

Kiernan McManus – BC Mayor

Taylor Tedder – BC City Manager

Marissa Adou – BC Airport Manager

Amy Carvalho – 7-11 Stores

Tom Carvalho – 7-11 Stores

Bret Runion – Desert Sun Realty

Tom Maher – Boulder City Hospital

Jeff Alexander – Mountain View Care Center

Ruby Perkins – BC Police Dispatch

Tim Murray – Southwest Gas

Keegan Littrell – BC Public Works Director

Tasha Wells – Canyon Trail RV Park

Amy Wagner – Boulder City High School

Aaron Johnson – BC Police Commander

Matthew Denman – Nevada Highway Patrol

Lt. C. Dryer – Nevada Highway Patrol

Eric Wilson – Southwest Gas

Captain M. Garel – Lake Mead National Recreation Area

Claudia Bridges – BC Mayor Pro-Tem

Roger Hall – BC Parks & Recreation Director

Mary Ralph – Emergency Aid

Karen Wilkes – Nevadans for a Common Good

Jed Blake – St. Jude's Ranch for Children

Jill Lagan – Boulder City Chamber of Commerce

Eric Estes – Boulder Dam Credit Union

Eli Quinones – Nevada State Veterans Home

Victoria Mason – Boulder City Senior Center

Kevin Lampman – San Diego Power and Electric

Joseph Stubitz – BC Utilities Director

Michael Mays – BC Community Development Director

Tim Shea – BC Police Chief

Jason Schrock – Martha P/ King Elementary School

Dr. Deanna Jaskolski – CCSD Regional Superintendent

Melanie Teemant – Garrett Junior High School

Janet Fishburn – Lake Mountain Estates



External Stakeholder Meeting

The participants for this meeting were selected because they represented businesses, organizations, or partnerships that the fire department was currently engaged with. They were divided into seven distinct groups:

1. City Government and Non-Government Organizations
2. Business
3. Senior Living Facilities and the Hospital
4. Utilities and Industry
5. Neighborhood Groups
6. Schools
7. Mutual Aid and Law Enforcement



Fire department members reached out to each invitee to begin the engagement. They were given a brief overview of what the meeting included. The goal was to have the

same initial contact person follow the attendee through the process to improve communication and comfort for them.

A formal invitation was sent to each external stakeholder invited by the fire chief with detailed meeting information and a link to a pre-meeting survey. The survey was intended to understand the perception of each person before any influence from the meeting. The initial survey included 24 questions to gauge previous experiences with the fire department. It also included a question related to the specific risks that the business/industry/organization may have that the fire department may not be aware of.

External Meeting Day

The external stakeholder meeting was March 2nd, from 1:30pm-3:30pm at the Pavilion at Boulder Creek. It included the following:

1. Welcome (1-3 minutes)
2. Overview of Department/Risk Assessment/Capabilities (15 minutes)
3. SWOT Analysis (45-60 minutes)
4. Identify Preliminary External Goal Ideas (30 minutes)
5. Exit Survey (10 minutes)
6. Explanation of the Process Going Forward



External Stakeholder SWOT Analysis

The SWOT analysis for the external stakeholder meeting involved a facilitator at each table. Each element of the SWOT analysis was described and then the groups worked collectively to develop a list of items that were relevant to their specific group. These ideas were written on large (25" x 30") post-It notes. A spokesperson from each table was then asked to present the top two ideas to the entire room. This process continued for all seven tables and then through the next part of the analysis until it was completed. Below are the main ideas that were identified by the stakeholders.

Strengths

- Small Community
- Good Leadership/Highly Trained Staff/Professional
- Compassionate Response to Issues/Customer Service
- Public Trust/Public Opinion
- Establishing Relationships – Always Available and Visible within Community
- Flexibility – COVID
- Medical Director
- Situational Confidence
- Response Times/Quick Response
- Communications
- Consistent Improvement
- Organized
- Advanced Life Support Response
- Community Risk Reduction
- Strong Regional Support – Henderson Fire and Clark County



Weaknesses

- Small Community with Limited Options
- Geographic Size of the City – 39th Largest in the U.S.
- Fire Code Education
- Reserve Firefighter Turnover
- Multi-Faceted Issues (Vehicle Fires, Solar Battery Storage, Airport, etc.)
- Limited Number of Top Commanders (Battalion Chiefs)
- High Number of EMS Calls Due to Senior Population
- Transport Policy Regarding Travel Distances
- Communications – Social Media
- Public Education
- Lack of Certain Training – Technical Rescue and Computer Skills
- Doing More with Less
- Transparency of EMS Costs
- Not Doing School Fire Drills
- Hazmat and Technical Rescue Response
- Two Urban Response Zones Due to Lack of Staffing
- Lack of a Station and Additional Staffing



Opportunities

- Willing Volunteers in the Community
- Leveraging Community Knowledge
- Further Opportunity with Mercy Air
- Enhancing Response Time/Coverage Area Through Out of the Box Creative Solutions
- Mental Health Community Assistance Service
- Evacuation Training with the Hospital and Adult Care Facilities
- Community Paramedicine Program

- Cross-Agency Training – Hoover Fire Brigade, SW Gas, SDGE
- Lack of an EOC on Complex or Multi-Agency Incidents
- School Fire Drills and Additional School Training (Active Shooter)
- Therapy Dog Visits
- Fire Inspection and Code Enforcement Quick Guide for Community
- Fundraising and Grants
- Accreditation
- Recruitment to Fire Academy

Threats

- Large Geographical Area
- Catastrophic Event Preparedness (Railroad Pass Blockage)
- Energy Production Area – Fires and Other Risks
- Narrow Streets – RV Parking and Steep Hills
- Climate Change – Effects on the Public and Vegetation
- Absent Landlords
- Buy-In from City Leaders/Lack of Commitment
- Lack of Joint Training Facility
- Staffing at Large Events
- Finances/Budget
- Communications Between External Agencies
- Age of Some School Buildings
- Emerging Solar Technology – Battery Storage
- Domestic Terrorism
- Lack of Staffing/Station
- Budget Reductions on External Organizations Affecting Fire Department Response
- Public Attitude – Lack of Government Trust
- Old Infrastructure in City



External Stakeholder Goal Idea Development

At the completion of the SWOT analysis, the group was led through an exercise to develop the top goal ideas that came from the discussion during the meeting. The following ideas were put forth to be developed into formal goals with SMART objectives.

1. Working with Community Partners to Enhance Training
2. Staffing for High-Risks Compared to Specific Risk Probability
3. Community Paramedicine/Community Health Worker
4. Coverage Area Compared to Resource Allocation
5. Community CPR/AED Distribution
6. Planning for Limited Access to Community During Potential Disasters
7. Communication Management/Outreach – Social Media
8. Community Emergency Response Team (CERT)

External Stakeholder Exit Surveys

The external stakeholders were asked to complete a five-question survey at the completion of the meeting. The survey asked them to identify services or programs that are currently not offered by the fire department but would benefit the community. The top five responses were:

1. CPR/Basic First Aid Community Classes
2. Fire Education/Fire Drills
3. Community Paramedicine/Community Health Worker

4. Code Enforcement/Fire Inspection Guide Sheet for Businesses
5. AEDs in More Locations

The group was also asked to rank the current services offered. The lowest score indicated the high need. The results were:

1. Emergency Medical Service (1.39)
2. Fire Suppression (2.32)
3. Ambulance Transport (2.61)
4. Auto Extrication (3.58)
5. Public Fire and/or EMS Education (3.66)
6. Fire Code Enforcement (3.70)
7. Hazardous Materials Response (3.77)
8. Community Risk Reduction (3.92)
9. Search and Rescue (4.42)

The third question asked them to list their top five priorities for the fire department. The responses are listed in order by the percentage of times it was mentioned.

1. Improved Staffing and reduced response times.
2. Community Involvement/Outreach/Business Engagement
3. Paramedicine/Community Support Worker/Social Services Assistance
4. Community Training and Public Education
5. Community Risk Reduction

Question number four asked if the fire department was meeting their expectations and the results were 63.6% strongly agreed, 33.3% agreed, and 3.1% had a neutral opinion.

Goal and Objective Development

After both the internal and external stakeholder meetings concluded, and all the surveys were analyzed, the process for the formal development of goals and SMART objectives was completed. This involved feedback from the command staff and the accreditation team. The final goals were prioritized based on the rankings of the surveys, when possible. The goals and objectives were also assigned to a specific person to ensure they were monitored and added to the department's goals and objectives tracker.

Some of the identified items through this process were short-term items that were able to be addressed outside of this process. One example was looking into reducing the

large area that the department rescues are required to transport patients to. While the Southern Nevada Health District did not support a permanent change to the existing protocols, they did support a short-term deviation until the department could bring on the staffing for a third ambulance.



Strategic Goals and Objectives

The fire department established strategic goals and objectives that aligned with the city of Boulder City's current strategic plan. This allows the department to follow the vision cast by the city leadership while improving the overall response to the community.

Achieve Prudent Financial Stewardship – The fire department is part of the larger team that is the city of Boulder City. It is critical to practice good financial stewardship as the funding streams are limited and affect many departments.

Strategic Goal #1 – Diversify Revenue Sources Through Greater Use of Grants and Self-Sustaining Funds – The fire department understands the high costs associated with public safety service delivery. *It is the goal of the fire department to apply for applicable local, state, and federal grants and to identify other revenue sources.*

1. The fire department will identify potential needs that can be funded by the Assistance to Firefighter Grant through FEMA each year prior to the annual accreditation staff retreat. **2023 retreat identified radios and firefighter turnout gear as funding to be sought through the AFG grant (successful). 2024 retreat identified need for a thermal image camera, portable decontamination tent, and sim body training manikin.**
2. The fire department command staff will work to submit the appropriate Staffing for Adequate Fire and Emergency Response Grant request within the established FEMA application timelines annually. **The department applied for the grant in 2022 and 2023 (unsuccessful) and will again in 2024 (pending).**
3. State and local grant opportunities will be identified by the deputy fire chief through participation with the Clark County Local Emergency Preparedness Committee annually. **The department was successful in obtaining a state grant to replace 3 hazardous material detectors.**
4. The fire department will evaluate current fee schedules every two years, beginning in 2023, to ensure that they are appropriate for the services being provided. Suggested modifications will be forwarded through the city manager for city council approval. **Fees were reviewed, suggested changes made, and suggestions were forwarded for consideration by the City Council in 2023.**

Invest in Infrastructure – The fire department currently has a single fire station. The department is aware of the need to maintain critical infrastructure and plan accordingly for new infrastructure that is needed to meet response and training needs.

Strategic Goal #2 – Work with the City Leadership to Fund and Build Fire Station 122 – It is the goal of the fire department to build Fire Station 122 to improve response times for critical incidents on the north and east side of the city as soon as it is feasible.

1. Solicit support of the city manager and city council through the fiscal year 2023 capital improvement and operating budget development process by June 2022. **\$1.6 million is approved in the CIP for use if an alternative site can be identified.**
2. Identify potential funding sources outside of the city budget process by July 2022 – **The City Council Approved \$1.6 Million in ARPA Funds to Construct Station 122 in July 2022 but insufficient for the project. A second option is being studied. The initial ARPA funding was moved to the training facility, with CIP funding for the training facility being moved to the future station construction.**
3. Provide monthly response time data to the city manager and city council to further support the additional fire station. **This was started in early 2022 and continues monthly.**

Strategic Goal #3 – Work with the City Leadership to Fund and Build a Fire Training Tower – It is the goal of the fire department to build a fire training tower, with Class “A” burn capabilities within the city. This will significantly improve the training and safety of the firefighters and the residents and visitors of Boulder City.

1. Solicit support of the city manager and city council through the fiscal year 2023 capital improvement plan by June 2022. – **Funded with ARPA Funds.**
2. If unsuccessful during the development of the fiscal year 2023 budget process, actively pursue the addition of the training tower into the fiscal year 2024 capital improvement plan by June 2023 – **Project was funded in the FY2024 using APRA Funds and was ordered from the manufacturer with an estimated completion of July 2024.**
3. Seek city council support to use funds from the Tract 350 land sale to build the training tower if it cannot be funded through the traditional capital improvement plan process by July 2023. – **Not Needed**

Strategic Goal #4 – Work with the City Leadership to Fund and Build a Public Safety Classroom Next to the Fire Training Tower – The fire department, in partnership with the Boulder City Police Department, are seeking a joint training facility. *It is the goal of the fire department to build a large classroom for training offered within the department and with other public safety organizations.*

1. Solicit support from the city manager and city council through the fiscal year 2024 capital improvement plan by June 2023. **Fire Department requested that this be moved to the FY2025 CIP.**
2. If unsuccessful during the development of the fiscal year 2024 budget process, actively pursue the addition of the public safety classroom into the fiscal year 2025 capital improvement plan by June 2024 – **Tentatively approved in FY2025 CIP.**
3. Seek city council support to use funds from the Tract 350 land sale to build the public safety classroom if it cannot be funded through the traditional capital improvement plan process by July 2024.

Sustain a High Level of Public Safety Services – It is critical to the success of the fire department and the service we provide to the residents and visitors of the city of Boulder City that staffing, and resources are adequate for the risks identified within the community risk assessment. The goals in this section are developed to ensure this is accomplished.

Strategic Goal #5 – Recruit and Retain Highly Trained Public Safety Staff – It is critical that the fire department is active in identifying the quality employees needed to have success. To do this, the department needs to take the lead in recruiting these individuals. *It is the goal of the fire department to begin recruiting in high schools and community colleges, as well as identifying methods to attract honorably discharged veterans.*

1. Develop a department reserve recruitment team by June 2023. **Completed**
2. Identify high schools and colleges in the area to recruit future reserve firefighters by June 2023. **Completed**
3. Establish a plan to conduct recruitment annually beginning 60 days prior to the summer/fall cadet academy by December 2023. **Completed**

Strategic Goal #6 – Ensure Adequate Staffing – The fire department needs adequate staffing to meet the needs of the community. Staffing should be capable of safely

responding to the initial call for service to all the risks identified within the city of Boulder City, at a minimum. These risks have been identified in the 2021 Community Risk Assessment. *It is the goal of the fire department to seek funding for the addition of nine additional firefighting personnel as soon as feasible.*

1. Identify opportunities for funding additional firefighter positions through the FEMA Staffing for Adequate Fire and Emergency Response grant opportunities in FY2022. **Applied in 2022 and 2023 (Unsuccessful).**
2. If unsuccessful, re-apply for the FEMA Staffing for Adequate Fire and Emergency Response grant opportunities in FY2023. **Will reapply when the grant is announced in 2024. The department will request funding for three battalion chief positions.**
3. Identify different budget options to bring on the needed firefighter position. This should include a plan to bring them on all at once, incrementally, and over a three-year period during the FY2024 budget development process. **A department staffing plan was developed and shared with the city manager and city council in 2022.**
4. Increase budgeting for the reserve firefighter program to include 20 qualified reserve firefighters and six reserve battalion chiefs in FY2024 budget process. **This objective has been modified to request three additional fulltime firefighters in FY2025. This would result in a constant staffing model of eight per day with a minimum staffing of seven firefighters. To help offset this cost increase, the department proposes reducing the current overtime budget and reserve (temporary) budget by \$300,000.00. This would result in funding for four reserve battalion chiefs and six reserve firefighters.**
5. Identify a long-term plan to add three career battalion chiefs to the department by December 2023. **Ongoing**

Strategic Goal #7 – Explore the Addition of a Community Paramedicine/Community Health Worker Program to the Department – The fire department provides emergency and non-emergency response to the residents and visitors of Boulder City. However, there is a service that is offered in many cities that is not currently available here. Many people need help that often does not rise to the level of a 911 call for service but affects their quality of life and may interfere with their ability to remain in their home. The patients often call 911 for a lack of better options. *It is the goal of the fire department to*

explore the feasibility of adding a community paramedic program or comparable community health worker program.

1. Research relevant local, state, and federal regulations and standard for a community paramedic program by August 2023. **Completed**
2. Identify potential costs associated with a community paramedic program by December 2023. **Completed**
3. Explore potential community partnerships to fund and support a community paramedic program by July 2025.
4. Make recommendations to the fire chief on a potential community paramedic program by July 2025.

Strategic Goal #8 – Ensure that All Department Policies and Procedures are Current and in Accordance with Industry Best Practices – The fire department requires current and relevant policies and procedures to ensure the safest response possible for the fire personnel and the community. One way this is accomplished is by developing policies and procedures to guide emergency and non-emergency response. *It is the goal of the fire department to have all personnel review the policies and procedures annually.*

1. Ensure that all members of the department review the standard operating guidelines annually by December 1st. **Required annual training in last quarter of each year.**
2. Ensure that recommended revisions from the department members are forwarded to the deputy fire chief for consideration at the annual accreditation staff retreat. **All SOGs are current.**
3. Update all SOGs once approved and published by January 15th annually. **Ongoing**

Strengthen the Reserve Firefighting Program – The fire department relies heavily on well-trained, diverse reserve firefighters. This program starts with the cadet fire academy and continues through the time a firefighter is a reserve firefighter. The reserve firefighters are the first place the fire department looks when hiring career personnel, and as such, must be trained to a high level.

Strategic Goal #9 – Develop a Process to Ensure All Reserve Firefighters Are Fully Integrated into the Department – The reserve firefighters typically work two 24-hour shifts each month. During this time, they are required to maintain their required training and to respond to calls for service. There has historically been little time to focus on assimilation to the group and professional development. *It is the goal of the fire department to revise the reserve firefighter program to include adequate time for*

training, response, and professional development within their regular two 24-hour work shifts and one training shift each month.

1. Captains and Battalion Chiefs will work together to develop requirements for entrance of the program by March 1, 2024.
2. Captains and Battalion Chiefs will work together to develop entrance evaluation of the program by March 1, 2024.
3. Captains and Battalion Chiefs will work together to develop the performance evaluation. (Required number of shifts) By Mar 1, 2024.
4. Review/update position announcement with HR and begin soliciting for reserve firefighters by April 15, 2024.



Strategic Goal #10 – Develop a Process to increase the number of Reserve Firefighters and sustain those numbers within the Department – Due to full-time opportunities in the Las Vegas Valley Fire Departments, it is difficult to maintain a minimum number of qualified reserve firefighters. It is the goal of the fire department to develop and teach an initial EMT Course to increase long-term reserve recruitment with residents of Boulder City. ***NEW GOAL for 2024***

1. Gauge community interest in this program by March 2024.
2. Research and develop the curriculum for the EMT basic (with an IV certification) course by June 2024.
3. Develop outreach processes to reach community members who may be interested in the course by September 2024.
4. Develop and present a timeline for implementation and completion of the course by December 2024.

Strategic Goal #11 – Improve Overall Public Outreach Through the Use of Social Media – The use of social media is essential in 2022 as an estimated 82% of people in the United States uses it regularly. The department needs to leverage this technology as much as is practical to ensure the community stays informed of emergency information as well as community risk reduction efforts. *It is the goal of the fire department to increase the social media programs used to communicate time sensitive and community risk reduction information to the public.*

1. Identify the top social media applications for the community served in Boulder City by April 2022. **Department is currently using Facebook, Next Door, Instagram, in addition to the Fire Department Website.**
2. Work with the IT department of the city to determine if the top three social media platforms can be safely and effectively used through the existing technology infrastructure, giving priority to security by May 2022. **Completed**
3. Establish fire department accounts on the top three social media platforms to provide public information by July 2022. **Completed**
4. Annually evaluate the effectiveness of each social media platform over the past year and deliver the results to the accreditation staff retreat in December. **Ongoing**



Program Appraisal Goals and Objectives

The program appraisal goals and objectives are the result of the annual program appraisals presented at the accreditation staff retreat in December 2021. These goals are a direct result of the analysis conducted on each program and will be reviewed and revised annually during the retreat.

Fire Suppression Program Appraisal Goals

The fire suppression program is responsible for training and equipping firefighters to safely mitigate fires in involving structures, industry, vehicle, and weeds or debris.

Fire Suppression Goal #1 – Develop Annual Training Evolutions with Henderson Fire to Increase Effectiveness.

1. Identify dates for each shift to participate in joint fire training with Henderson Fire Department.
2. Provide joint training for each shift annually by December each year.
3. Provide feedback and suggestions for improvements annually based on the three joint training sessions during the annual accreditation staff retreat in December.

Fire Suppression Goal #2 – Pre-Plan All High-Risk Structure Fire Occupancies as Identified in the 2021 Community Risk Assessment.

1. Develop a schedule for all high-risk structure fire occupancy pre-plans, based on the 2021 Community Risk Assessment, by August 2023. **Completed**
2. Have each shift complete a minimum of one high-risk fire pre-plan each quarter beginning in the second quarter of 2024.
3. Complete all high-risk fire pre-plans by the end of 2023. **Completed**

Emergency Medical Services Program Appraisal Goals

The emergency medical services program is responsible for training and equipping the paramedics and advanced EMTs to respond to and care for patients of medical emergencies.

EMS Goal #1 – Transition Recertification Dates for All Members to Align Under the Southern Nevada Health District.

1. Submit a formal plan for the transition by April 2022. **Completed**

2. Ensure training program is developed to provide adequate training for all paramedics/AEMTs to be capable of recertifying at the same time by May 2022. **Completed**
3. Have all paramedics/AEMTs on the same recertification schedule by the end of 2023. **Completed**

EMS Goal #2 – Establish a Well-Balanced EMS Training Process **NEW GOAL for 2023**

1. Ensure that there is an appropriate balance between classroom and hands-on training in FY2024.
2. Ensure there is a minimum of two EMS lead instructors per shift in FY2024.

EMS Goal #3 – Identify a Process to Put a Third Rescue in Service **NEW GOAL in 2024**

1. Develop a formal plan for adding a third frontline rescue by the end of 2024.
2. Present the plan to the city manager prior to the FY2026 budget development process.

Hazardous Materials Program Appraisal Goals

The hazmat program is designed to prepare responders to safely mitigate releases of hazardous chemicals from highway accidents and fixed facilities.

Hazardous Materials Goal #1 – Conduct Pre-Plans of All High-Risk Facilities.

1. Develop a schedule for all high-risk pre-plans, based on the 2021 Community Risk Assessment, by June 2024. **Ongoing**
2. Have each shift complete a minimum of one hazmat pre-plan each quarter beginning in the last quarter of 2024.
3. Complete all high-risk hazmat pre-plans by the end of 2024.

Hazardous Materials Goal #2 – Train All Fulltime Members to Hazmat Technician by the End of 2024.

1. Send a minimum of four full-time personnel to hazmat technician training beginning in FY2023. **Completed**

2. Send a minimum of four full-time personnel to hazmat technician training in FY2024. **Ongoing. Fifteen are currently trained to Hazmat Technician level.**

Hazardous Materials Goal #3 – Stabilize the Hazardous Materials Program for Long-Term Success.

1. Develop a five-year hazmat equipment replacement schedule by June 2024. **New objective**
2. Develop written JPRs to ensure the Hazmat Technician certifications are maintained by December 2024. **New objective**

Technical Rescue Program Appraisal Goals

The technical rescue program includes all risk identified in the 2021 community risk assessment and includes vehicle extrication, rope rescue, search and rescue, and swift water rescue. Each of these risks has varying risk classifications and require unique training and response.

Technical Rescue Goal #1 – Develop SOGs for All Technical Rescue Disciplines. Completed.

1. Develop SOGs for the Swift Water Rescue Awareness Program by June 2022.
2. Develop SOGs for the Auto Extrication Operations Program by July 2022.
3. Develop SOGs for the Rope Rescue Program by April 2023.
4. Develop SOGs for the Search and Rescue Program by June 2024.

Technical Rescue Goal #2 – Train Fire Department Members to the Operations Level for All Technical Rescue Disciplines Identified in the 2021 Community Risk Assessment.

1. Train All Members to Rope Rescue Operations by December 2024.
2. Train At Least Two Members Per Shift to Rope Rescue Technician by December 2023. **Completed**
3. Train All Members to Auto Extrication Operations by June 2024.
4. Train All Members to Swift Water Operations Level by May 2023. **Completed**
5. Train All Members to Wide Area Search and Rescue Operations by December 2024.
6. Train all operational personnel to confined space operations level by December 2024.

7. Maintain a two-year technical rescue calendar at all times. The initial calendar shall be in place by July 2023. **New objective**

Technical Rescue Goal #3 – Develop a Formal Program for Vehicle Extrication.

1. Develop Task Standards for Vehicle Extrication by the End of 2022. **Completed**
2. Provide an Extrication Operations Class for All Members by April 2024.

Technical Rescue Goal #4 – Develop a Formal Program for Search and Rescue.

1. Review Current Mutual Aid Agreements and Explore New Agreements to Address the Search and Rescue Risks within Boulder City by the End of 2023. **Completed**
2. Develop Task Standards for Search and Rescue by July 2024.
3. Provide a Wide Area Search Class to Selected Individuals on Each Shift by December 2024.
4. Train all operations personnel to Wide Area Search and Rescue by December 2024.

Community Risk Reduction Program Appraisal Goals

The community risk reduction program is in place to help the fire department, through community collaboration, reduce the risks identified in the community risk assessment. It includes fire and emergency medical services risk reduction as the primary focus, with a lesser focus on the less common hazardous materials and technical rescue risk.

Community Risk Reduction Goal #1 – Provide Cardiopulmonary Resuscitation Classes to the Community.

1. Annually, identify a minimum of four dates to provide free CPR classes to the public. This will be presented during the annual accreditation staff retreat in December – **Ongoing. Twenty-one free CPR classes were offered in 2023.**

Community Risk Reduction Goal #2 – Partner with the Business Community to Develop a CPR/AED Program Throughout the Business Corridor.

1. Develop a community group to establish a program to train employees within the business corridor in CPR by July 2022 – **Completed**
2. Identify businesses that desire to partner with the fire department and develop a list of employees that want trained by August 2022 – **Ongoing**

3. Begin offering CPR classes for participants of the business community by January 2023 – **Classes began to be offered in the summer of 2022 and are ongoing.**
4. Begin seeking funding sources for the purchase of AEDs to place within the business corridor by February 2023 – **City Council approved this program and funded \$50,000.00 in ARPA funding to purchase the initial 43 AEDs in the Spring of 2022. Completed**

Community Risk Reduction Goal #3 – Focus CRR Efforts Toward Community Needs Identified Through Data Analysis.

1. Present the focus of the CRR program annually at the accreditation staff retreat by November 30th each year.
2. Develop a comprehensive carbon monoxide/smoke detector installation program that occurs during low risk calls for service by December 2024. **New objective**
3. Develop and deliver a Senior Safety Day in FY2023. **Completed**

Health and Safety Program Appraisal Goals

The health and safety program includes policies and procedures that support occupational health, safety, and risk management. It also includes firefighter health and wellness such as firefighter annual physicals, employee assistance programs, cancer and behavioral health assessments, and fitness.

Health and Safety Goal #1 – Develop Policies to Improve Health and Safety in Using NFPA 1500 as a Guide.

1. Develop an exposure policy by April 2022. **Completed**
2. Develop an improved annual firefighter physical process for physical beginning in FY2023 by March 2023. The goal of the improved process should be to ensure they are accurate, reliable, and the process is as convenient as possible. **Completed**
3. Develop an Employee Assistance Plan/Trauma Intervention Program Policy by June 2022. **Completed**
4. Explore opportunities for an annual mental health assessment for all operational personnel by December 2023. **Completed**
5. Identify a peer fitness trainer by December 2023. **Completed**

Health and Safety Goal #2 – Revise the Department’s Current Physical Agility Course to Ensure It Aligns with Industry Best Practices.

1. Evaluate the current physical agility test to ensure each task aligns well with actual fireground tasks and make appropriate changes by June 2022. **Completed**
2. Have all changes evaluated by the city Personnel Department to ensure it is compliant with current hiring practices by July 2022. **Completed**
3. Normalize the course standard by having nine randomly selected individuals, from the career and reserve personnel, complete the course to establish the standard for the coming two years in October 2022. **Completed. This will be done every other year.**
4. Have all operations personnel complete the revised physical agility course by the end of November 2022. **Completed**
5. Develop a process to transition the annual physical agility course from an annual requirement to a job performance standard by June 2024. **This objective changed from June 2023 to June 2024 as the plan is to transition to a standardized physical fitness assessment annually based on industry best practices. The physical agility course will still be done annually as a person measure of fitness.**
6. Meet with the leadership of both labor groups to develop a long-term plan to establish mandatory physical fitness standards by June 2024. **This is a change from the physical agility course to a physical fitness program and the date was moved to June 2024 from December 2023 after preliminary discussions with the leaders from both unions.**

Health and Safety Goal #3 – Explore the Development of a Community CERT Program to Address Firefighter Rehabilitation During Large-Scale Operations.

1. Develop a plan with the needed elements for a formal community CERT program by December 2023.
2. Implement the community CERT program by August 2024.

Aircraft Rescue and Firefighting Program Appraisal Goals

The aircraft rescue and firefighting (ARFF) program is responsible for all responses to incidents on the Boulder City Airport tarmac and airfield, as well as aviation accidents throughout the city. The goal is to have an effective and efficient program within the city’s financial means. ***New Section in 2023***

ARFF Goal #1 – Conduct an ARFF Needs Assessment for the Purpose of Developing an Appropriate Response to the Aviation Risks Identified in the Community Risk Assessment and Data Analysis. New Goal

1. Complete a comprehensive risk assessment of the Boulder City Airport operations and aircraft by March 2024. **New objective**
2. Complete pre-plans of the airport property, including documentation of all aircraft based there, by March 2024. **New objective**
3. Develop an emergency response plan based on the completed pre-plans by March 2024. **New objective**
4. Develop a five-year plan for equipment acquisition for response to the airport by July 2024. **New objective**
5. Conduct a minimum of two emergency response exercises annually on the airport property to include one fuel farm response and one aircraft incident. **The department conducted a fuel farm drill as well as incident response reviews on all three shifts during 2023.**

Emergency Services Communications (ESC) Program Appraisal Goals

The Boulder City Emergency Services Communications program's purpose is to provide high-quality emergency dispatching to the Boulder City Police and Fire Departments. **New Goal Section**

ESC Goal #1 – Work with the Boulder City Police Department Leadership to Get the Emergency Services Communication Center in Line with National Standards. New Goal

1. Identify a plan to get the ESC positioned to meet National Fire Protection Association 1221 standards by July 2024. **New objective**
2. Continue with monthly compliance reporting to the BCPD leadership, ESC manager, and BCFD leadership to track improvement by the last day of each month. **New objective - Underway**
3. Develop a process to facilitate needed performance improvements by December 2024. **New objective**
4. Integrate a station alerting program into the current dispatch model to improve the total response time by July 2024. **New objective**

ESC Goal #2 – Support the ESC Staff in the Area of Mental Health **New Goal**

1. Ensure that a plan is in place to allow the dispatchers involved in high stress incidents to participate in critical stress debriefings by Mar 2024.

Training Program Appraisal Goals

The training program is responsible for all training offered to the members of the fire department and to ensure personnel remain highly trained, safe, efficient & effective, and in compliance with applicable local, state, and federal requirements.

Training Goal #1 – Develop a Plan to Improve Instructor Development/Delivery.

1. Provide at least one instructor development class or opportunity each year beginning in July 2024.
2. Develop an evaluation process for all active instructors for the purpose of identifying areas in need of improvement by December 2022. **Complete**
3. Identify and train all fire captains, as well as reserve battalions chiefs that choose to participate, to NFPA 1403 – Live Fire Training certification by June 2024. **New objective**

Training Goal #2 – Identify a Standardized Process for Developing Formal Lesson Plans for all Sanctioned Training Classes.

1. Develop a standardized lesson plan format to be used for all sanctioned fire, EMS, and special operations training by August 2023. **Complete**
2. Ensure that all training has a formal lesson plan submitted to the training captain by December 2024.

Training Goal #3 – Provide Training Opportunities Provided by Outside Subject Matter Experts.

1. Identify three to five potential outside speakers/topics for submission to the fire chief annually at the annual accreditation staff retreat in December.
2. The fire chief and deputy chief will ensure that at least one training opportunity by an Outside Subject Matter Expert is offered annually, providing the funding is available, and placed on the training calendar by January 31st.

Training Goal #4– Establish a Formal Professional Development Program for Each Position within the Department That Properly Aligns with Position Expectations.

1. Ensure the acting engineer and acting captain development process is updated and in line with department standards for engineers and captains by June 2024.
2. Ensure that all eligible operations fire personnel are certified as acting engineers by December 2025. **New objective**
3. Ensure that all promoted engineers are certified as acting captains by July 2025. **New objective**
4. Develop and deliver a mini-Incident Command Course to all firefighters and engineers by December 2024. **New objective**
5. Establish minimum standards for program leads to include professional development opportunities specific to each program by August 2024.
6. Identify an online or in person class to develop mentors and mentees within the department by August 2024.
7. Develop a professional development matrix for each promotional position that positions personnel for promotion and success by June 2024.
8. Encourage and support the CPSE professional credentialing program for all chief officers, captains, and training officers by March 2023. **Ongoing. The department currently has two credentialed chief fire officers and four credentialed fire officers.**
9. Develop an acting battalion chief process to begin to prepare personnel for future promotions to chief officer positions by December 2024.